

# Strategic Area

# NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES

## *Mission:*

*To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community*

## GOALS

- **Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services**
- **Empower the community by increasing communication and coordination with local, state, and federal entities**
- **Use consistent, fair and effective means to achieve code compliance**
- **Enact programs to beautify and improve urban and residential areas**
- **Promote responsible stewardship of natural resources and unique community environments**
- **Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP)**

## Priority Key Outcomes

- Increased urban infill development and decreased urban sprawl
- Protection of viable agriculture and environmentally-sensitive land
- Improved community design
- Strengthened bond between the community and Miami-Dade County government
- Improved community access to information and services
- Well-trained, customer-friendly county government workforce
- Resident and business voluntary compliance with county codes
- Timely identification and remediation of nuisances, including unsafe structures
- Neighborhood and rights-of-way aesthetics that foster and enhance quality of life
- Improved neighborhood roadways, sidewalks, drainage, and reduced flooding

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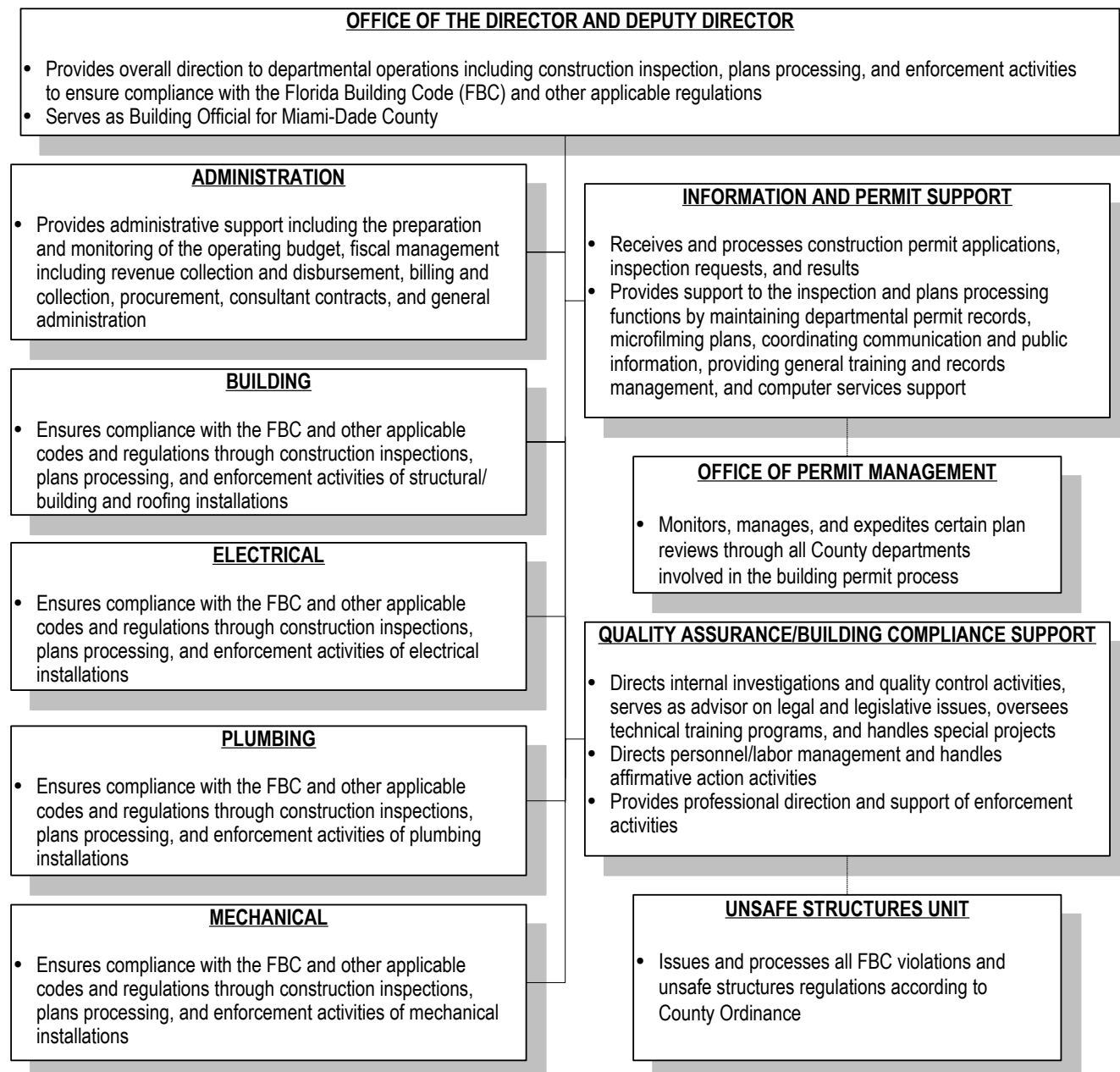
# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Building

### PURPOSE

Provide efficient, accountable, and responsive building permit processing and enforce regulations governing buildings and unsafe structures while responding to the building industry and protecting citizens.

### FUNCTIONAL TABLE OF ORGANIZATION



### BUSINESS PLAN

- Selected strategies/objectives: reduce the time to review plans by completing 100 percent of initial reviews and reworks of residential plans within 20 working days, 100 percent of initial reviews of commercial plans within 20 working days and reworks of commercial plans within 24 working days of receipt; reduce the average daily carryover inspections to zero; reduce the department's response time to activities that affect the quality of

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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neighborhoods and public safety including an average of five days for inspectors to respond to an initial complaint concerning building code violations; attain a 20-day average to review property owner's documentation on 40-year old buildings; process 90 percent of the open unsafe structure cases within eight months of original notification; attain a 15-day average to demolish an unsafe structure after the demolition order is issued; and obtain survey ratings that are satisfactory or above for the department's plan review and field inspection processes

### **SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS**

- The FY 2003-04 Proposed Operating Budget is \$33.6 million which is a one percent increase from the FY 2002-03 budgeted level due to use of carryover funds; the Proposed Budget includes 352 full-time positions; administrative reimbursement to the general fund is \$1.08 million
- Unsafe structures inspections and demolition will continue in FY 2003-04 with 29 positions utilizing several sources of funding: unsafe structures fines and fees (\$453,000); Community Development Block Grant (CDBG) funding (\$350,000) (which will be utilized subject to final Board of County Commissioners approval of the 2004 Office of Community and Economic Development Action Plan, to provide enhanced service in the CDBG focus areas); and the Capital Outlay Reserve (COR) (\$1.24 million)
- The department will support the following functions: BCC, Office of Legislative Analysis (\$31,000), Intergovernmental Affairs (\$39,000), the County Manager's Office (\$52,500), Information Technology Department (\$402,000), Miami-Dade TV Promotional Spots Program (\$85,000); and hearing examiners for Building Code Compliance (\$100,000)
- The department contracted with an outside consultant to review the current fee schedule; during the first quarter of FY 2003-04 the department will review the findings
- Phase II of an Internet application to allow the submission of subsidiary permits will be completed in FY 2003-04; this new web service will alleviate customer traffic to the department by allowing permit applications over the Internet, thereby reducing the overall cost per transaction; savings of \$500,000 in staff costs are expected
- The department analyzed expenditures related to the Aviation Capital Improvement Program for the four-year period ending in FY 1998-99; reimbursements owed to the Building Department totaling \$1.3 million were received March 2, 2002; billing is ongoing for FY 1999-00 and FY 2000-01; estimated reimbursements total \$1.3 million in FY 2003-04
- The department will review in FY 2003-04 the current energy demands and cost (with either FPL or any outside entity that performs energy audits) at MDPIC to install energy monitoring devices for most of the electrical equipment in the building; the department is expecting savings of \$80,000
- ❖ **The department will eliminate four positions in the Office of Permitting Management (\$277,000) which provided optional expedited plans review service and five positions at the South Dade Government Office (\$223,000) in FY 2003-04; the department projects no service impacts**
- ❖ **To cover the full cost equitably, the transaction fee charged to other County departments for cashiering and collection services will be increased to \$3.15 per transaction from \$2.10 in FY 2003-04; affected departments include Public Works, Fire and Rescue Department, and the Department of Environmental Resource Management (DERM), Water and Sewer, Planning and Zoning (DP&Z) and the State of Florida Department of Business and Professional Regulation and Community Affairs**
- ❖ **The elevator inspection section was eliminated as a result of the State of Florida canceling the inspection contract with the department in FY 2002-03 (\$748,000, seven positions)**

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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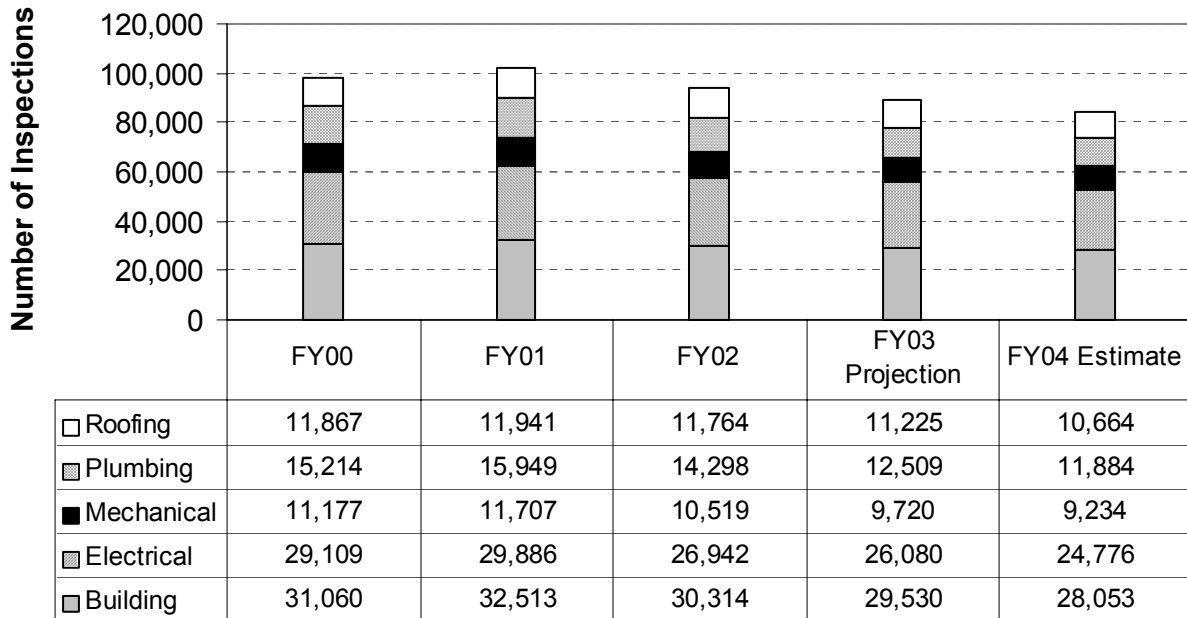
- The Building Department will continue accepting, routing, and collecting land improvement permits (LIMP) on behalf of DP&Z, DERM, the Public Works Department, and the Fire and Rescue Department; LIMP permits are utilized by patrons for various types of construction that do not require a building permit but must otherwise comply with the regulations contained in various other codes and ordinances
- The department will continue the Pay Plus Project in which staff perform plans review during non-working hours on a voluntary, overtime basis to save fees paid to outside consultants; through the end of March, 2003, savings have been estimated at \$49,500
- The pilot program for a computerized concurrent plan review process for new residential and commercial construction will be implemented at the end FY 2002-03; full implementation of the project is projected in FY 2003-04; the project will allow customers to have plans reviewed over the web and allow for multi-departmental tracking and processing (\$5 million)
- The Building Department will continue e-Permitting technology initiatives; Phase I has automated the submission of subsidiary permits that do not require plan review and was completed in the second quarter of FY 2002-03; Phase II will automate programmatic roofing review and Product Control Notice of Acceptance; the following phases will provide more web access applications
- The department coordinated the development and acquisition of a new Interactive Voice Response System; the new system will be used to provide information from the Building Department records relating to permit issuance, plan review status and inspections
- The Building Department will continue to implement necessary procedural and program changes to allow acceptance of affidavits under the Professional Certification Program which is an alternative method of permitting, inspection, and plans review
- ❖ **The department will upgrade microfiche storage to prevent the deterioration of records required by state law in FY 2002-03 (\$80,000)**

### UNMET NEEDS

- Operating unmet needs total \$9.2 million in recurring costs (99 positions), and \$15.3 million one-time expenditures (see appendix for details)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Building Permits by Trade



### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	0	0	0	0	7,172	6,044	7,172	6,044	48	49
Information and Permit Support	0	0	0	0	4,907	5,399	4,907	5,399	87	82
Office of Permit Management	0	0	0	0	380	107	380	107	7	3
Permitting	0	0	0	0	18,587	19,569	18,587	19,569	197	189
Unsafe Structure	0	0	0	0	1,999	2,485	1,999	2,485	29	29
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,045</b>	<b>33,604</b>	<b>33,045</b>	<b>33,604</b>	<b>368</b>	<b>352</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	19,834	22,838	23,320
Other Operating	10,755	7,900	9,072
Capital	146	2,307	1,212
<b>TOTAL</b>	<b>30,735</b>	<b>33,045</b>	<b>33,604</b>

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
NUISANCE CONTROL	0	1,200	0	0	0	0	0	0	1,200
TOTAL :	0	1,200	0	0	0	0	0	0	1,200

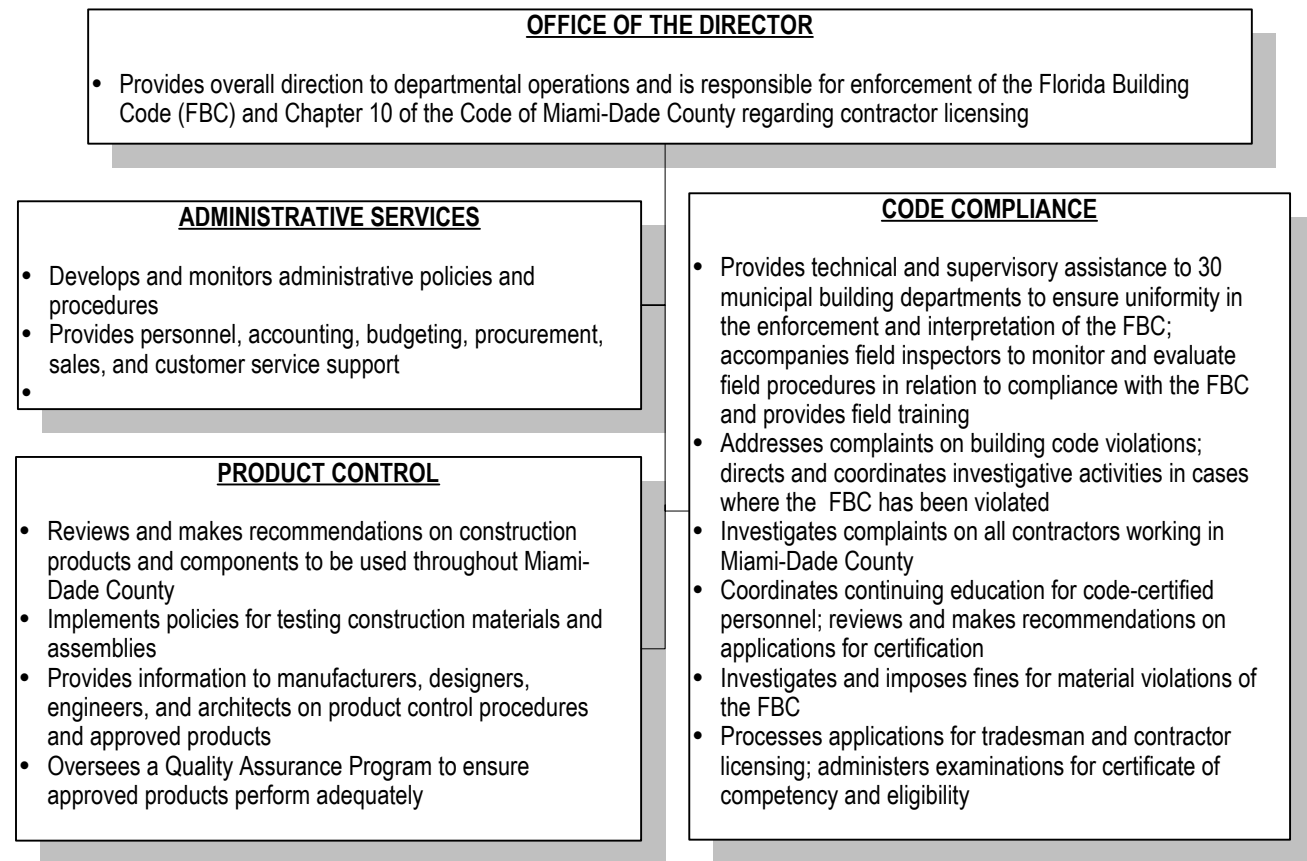
## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Building Code Compliance

#### PURPOSE

Provide uniformity and consistency in interpretation and enforcement of the Florida Building Code (FBC); certify and train code mandated personnel; codify local technical amendments to the FBC; conduct research to improve standards of construction; enforce Chapter 10 of the Code of Miami-Dade County regarding contractor licensing and enforcement; investigate construction complaints pertaining to licensed, as well as unlicensed, contractor activity; provide technical and administrative support to the Board of Rules and Appeals, the Construction Trades Qualifying Board, and the Unsafe Structures Board; and disseminate information on the FBC to educate and safeguard the public from code violations.

#### FUNCTIONAL TABLE OF ORGANIZATION



#### BUSINESS PLAN

- Selected strategies/objectives: ensure that 80 percent of Building Code Compliance Office (BCCO) customers are satisfied with services provided; process 80 percent of certification application within seven days of receipt; process and respond to 75 percent of the "work in progress" complaints involving unlicensed contractor activity within 24 hours after receipt of complaint; respond to all contractor complaints within 48 hours after receipt of complaint; provide licenses to 50 percent of those cited for unlicensed contractor activity; provide timely review and approval of tradesman and contractor licenses within 45 days; complete 100 percent of all technical reviews within 60 days; and process 90 percent of accounts payable invoices within 21 days of receipt



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### SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

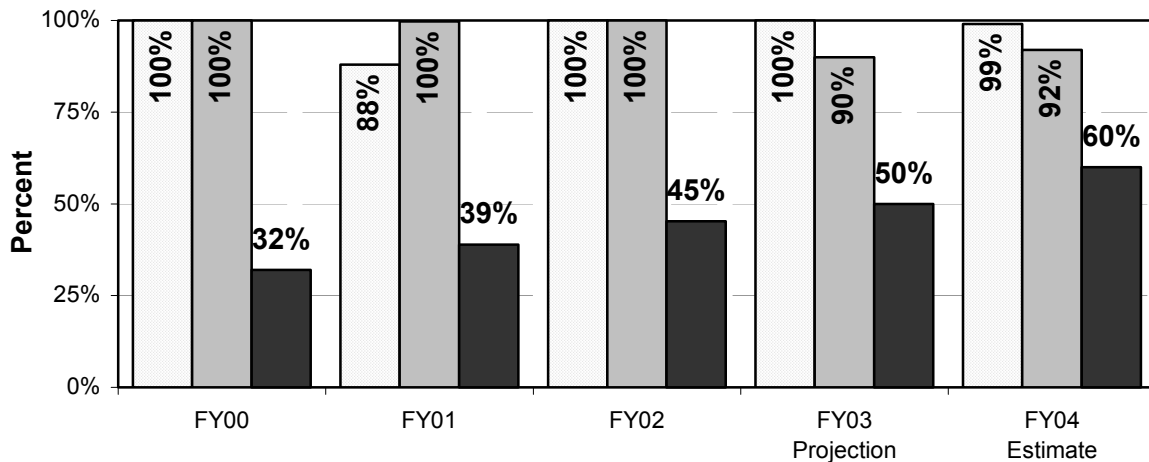
- The FY 2003-04 Proposed Operating Budget is \$ 12.02 million, a 5.9 percent decrease from the current budgeted level; funding is comprised of surcharge fees (\$2.04 million), product approval revenues (\$2.348 million), contractor renewal fees (\$1.03 million), other miscellaneous revenues (\$2.42 million) and carryover (\$4.182 million); funding is provided for 68 positions with attrition budgeted at six percent
- The department will continue to provide funding to the County Attorney's Office to attend various board hearings (the Board of Rules and Appeals, the Construction Trades Qualifying Board, and the Unsafe Structures Board) (\$100,000); County Manager's Office (\$52,500), Board of County Commissioners, Office of Legislative Analysis (\$31,000), Mayor's Office, Intergovernmental Affairs (\$46,000); Information Technology Department (\$67,000); Office of Americans with Disabilities (ADA) Coordination (\$68,000); Miami-Dade TV Promotional Spots Program (\$85,000); Team Metro for two information and referral specialists for the Answer Center (\$84,000); and an administrative reimbursement of \$405,000 to the general fund
- ❖ **The department proposes to reduce photographic services expenses by purchasing digital cameras (\$3,000) and reduce storage expenses by eliminating hardcopies of insurance and workers compensation information by storing records electronically on the contractor database (\$3,200)**
- ❖ **The FY 2003-04 Proposed Budget funds several technological initiatives including enhancing or developing departmental databases for product approval, contractor licensing, code compliance, and unsafe structures (\$270,000)**
- ❖ **The department's Internet site will be enhanced by allowing contractors to perform inquiries on-line for contractor/trades, contractor violation tracking, and product approvals; the on-line contractor renewals and product approval system will also be improved to provide for the new quality assurance program data and provide an in-house invoicing system (\$425,000); the department will increase the number of laptops for code compliance inspectors in the field (five laptops, \$15,000)**
- The department will continue distributing new Florida Building Code (FBC) books to building inspectors in all municipalities in Miami-Dade County; training will continue to approximately 400 building officials, inspectors, and plans examiners on the FBC; courses regarding the FBC will continue to the general public and the construction industry
- BCCO, in conjunction with the Building Department, will continue to participate on the E-Permitting technology initiatives; engagement will incorporate the subsidiary permit web applications with the product approval database; Phase I which was completed in the second quarter of FY 2002-03 has automated the submission of subsidiary permits that do not require plan review; Phase II will automate programmatic roofing review and Product Control Notice of Acceptance (\$320,000); the following phases will provide more web access applications to permitting functions
- ❖ **The department is developing a Quality Assurance Program in response to a state mandate on product control, which will provide yearly inspections of construction products at sites and manufacturing facilities; a senior quality assurance manager will be hired in FY 2002-03 (\$102,000)**
- ❖ **The Proposed Budget includes fee increases totaling \$5,800 for the new quality assurance requirements and related renewals for construction products requiring inspection and certification; the fee increase for the new Notification of Acceptance (NOA) application includes the initial technical review and five years of quality assurance (\$500); related renewals include fee increases for revisions to older NOA (\$500), Laboratory Certification for new products (\$500), revisions to products (\$1,100) or products requiring renewals (\$1,100); and a \$1,500 fee increase for quality assurance renewals for older products that received inspection prior to the new quality assurance requirements (\$854,000)**
- ❖ **The Proposed Budget includes funding for six new positions to provide additional support for the expedited product reviews, contractor licensing, the newly created quality assurance program, publish**

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trade industry newsletters, assist with media requests and promotional spots and provide and to track invoices to meet the department's goal of a 21-day turn around time for invoice payments (\$286,000)

- A code compliance specialist was hired in FY 2002-03 to provide interpretation of the Florida Fire Prevention Code and the Life Safety Code to minimize hazard to life and property damage; a recording secretary was hired to process the increased number of cases submitted by municipal officials to the Unsafe Structures Board
- BCCO overflow calls regarding contractor licensing information, contractor complaints and general information were transferred to the Answer Center; the department will continue to provide two information and referral specialists at the Answer Center to provide assistance with the calls; computer equipment and support were provided to the "Government on the Go" bus (\$19,000)
- The department developed a pilot program to provide live broadcast for the different BCCO board meetings (\$100,000); the pilot program provided the infrastructure for Miami-Dade County's web casting system (\$800,000)

### Rates of Processing Completion



- Percent of Certifications Processed within 7 Days [Target = 80%]
- ▒ Percent of Complaints Processed within 48 Hours [Target = 100%]
- Percent of Unlicensed Contractors Receiving Licenses after Receiving Citations [Target = 50%]

**GOOD**



## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Code Compliance	0	0	0	0	4,673	3,086	4,673	3,086	9	11
Contractor's Licensing and Enforcement	0	0	0	0	2,987	2,959	2,987	2,959	24	22
Director's Office / Administration	0	0	0	0	1,883	2,582	1,883	2,582	16	15
Product Control	0	0	0	0	3,225	3,393	3,225	3,393	12	20
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,768</b>	<b>12,020</b>	<b>12,768</b>	<b>12,020</b>	<b>61</b>	<b>68</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	3,747	4,053	4,428
Other Operating	6,573	8,678	7,533
Capital	32	37	59
<b>TOTAL</b>	<b>10,352</b>	<b>12,768</b>	<b>12,020</b>

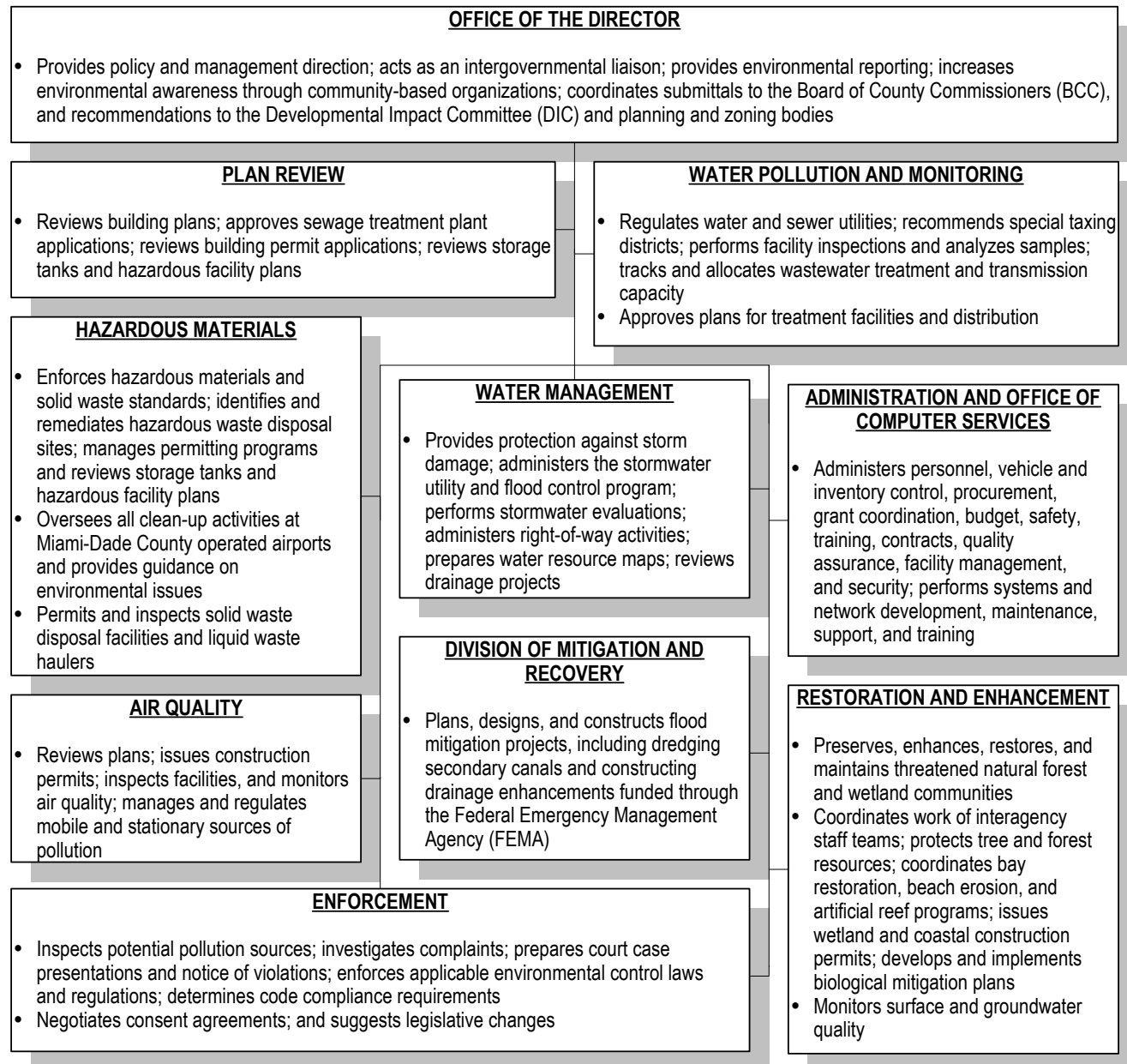
# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Environmental Resources Management

### PURPOSE

Protect and enhance environmental resources.

### FUNCTIONAL TABLE OF ORGANIZATION

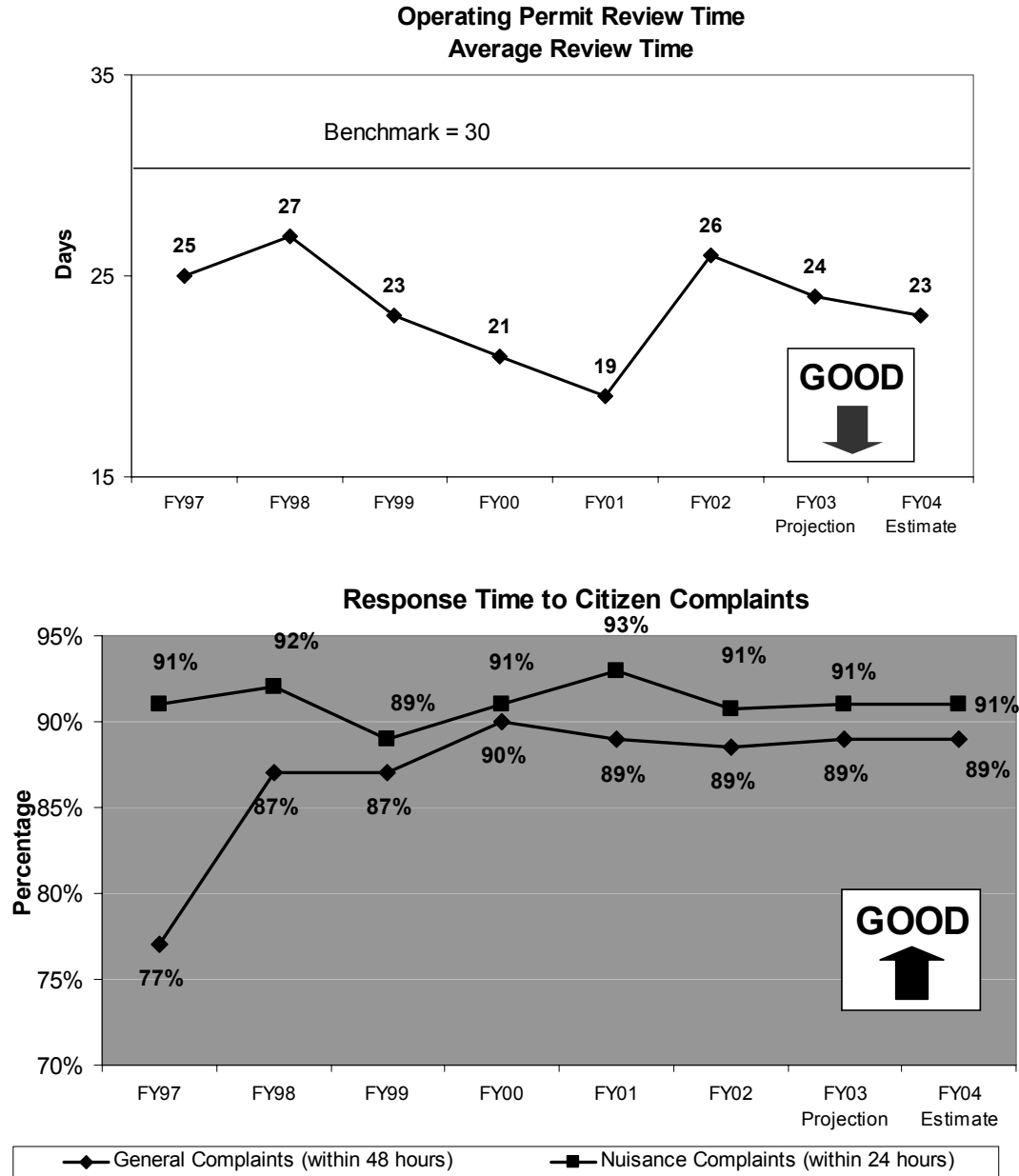


### BUSINESS PLAN

- Selected strategies/objectives: protect natural and human systems from flood and drought conditions through the management of water levels and flows throughout the area of the department jurisdiction; continue to streamline the permit review process by keeping the average review time under 30 days; and respond to citizen complaints in a prompt and effective manner

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Capital program strategy: protect and enhance environmental resources, design and accelerate construction of projects in the Quality Neighborhoods Improvement Program (QNIP) and Stormwater Utility Capital Improvement program, and identify and acquire Environmentally Endangered Lands (EEL) in Miami-Dade County for the benefit of present and future generations



### SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$55.259 million; it includes 543 full-time positions, an increase of one position from the FY 2002-03 budgeted level; this is a 4.4 percent increase from the current fiscal year budget and allows the department to maintain and improve service in all areas; attrition is budgeted at an average of 7.2 percent
- The administrative reimbursement to the general fund is budgeted at \$1.614 million in FY 2003-04; indirect costs are budgeted at \$168,000

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- The Department of Environmental Resources Management (DERM) implemented a 15 percent fee increase (the first since 1996) in FY 2002-03, projected to yield \$1 million in additional fee based revenue; they will be implementing another 15 percent increase in FY 2003-04 Proposed Budget which will yield \$1.3 million in additional revenues
- DERM support to County departments in FY 2003-04 includes: the BCC, Office of Legislative Analysis (\$17,000); the Office of the Mayor, Intergovernmental Affairs Office (\$115,000); Consumer Services (\$78,000); the Department of Business Development for tracking change orders (\$12,500); the County Manager's Office (\$59,500); the Communications Department for the Miami-Dade TV Promotional Spots Program (\$85,000); the Down to Earth Program (\$70,000), and a web designer in e-Government (\$15,000); the Office of Water Management (\$250,000); Miami-Dade Police Department, Environmental Crimes Unit (\$340,000); and Information Technology (IT) support (\$555,000)
- ❖ **Initiatives to be pursued as a result of the department's strategic planning process include continued implementation of IT projects; improving the efficiency and effectiveness of hiring and staff retention; increasing the efficiency of facility inspections up to ten percent by deploying field staff with remote access to departmental data bases; demonstrating sustainability by increasing departmental recycling, testing the effectiveness of highly efficient hybrid vehicles, and undertaking a telecommuter pilot project; and completing reformatting of the Environmental Protection Code to make it more user friendly and accurate**
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan for DERM includes funding of \$946.117 million from the following sources: financing proceeds from QNIP (\$12.973 million); Biscayne Bay Environmental Trust Fund (\$1.277 million); United States Army Corps of Engineers (USACOE) (\$59.202 million); FEMA (\$540.873 million); National Oceanic and Atmospheric Association (\$125,000); contributions from the City of Miami for River dredging (\$1.35 million); contributions from the Village of Key Biscayne for beach renourishment (\$667,000); Capital Outlay Reserve (COR) (\$10.171 million); Department Operating Revenue (\$200,000); EEL Program voted millage proceeds (\$33.138 million) and related interest earnings (\$56.875 million); Secondary Gas Tax Revenues (\$6.174 million); stormwater utility fees (\$102.267 million); stormwater QNIP (\$11.38 million); and the State of Florida (\$109.445 million); expenditures of \$291.75 million are anticipated in FY 2003-04
- Work continued toward finalization of project design for the federal navigational channel in the Miami River and stretches between the federal channel within ten feet of the bank and the area outside the federal navigational channel ("bank-to-bank"); a re-evaluation of cost benefits of the project was conducted by the USACOE during FY 2002-03; the project development tasks were placed on hold until the completion of the re-evaluation, causing the planned initiation of Phase I dredging to be delayed until FY 2003-04; a Project Cooperation Agreement (PCA) between USACOE and Miami-Dade County was drafted and reviewed by the County, and has been submitted to USACOE for approval; the center of the river within the Federal Navigational Channel will cost approximately \$54 million (80 percent from the Federal Government, 10 percent from the State of Florida, 5 percent from the Florida Inland Navigational District, 2.5 percent from the City of Miami, and 2.5 percent from Miami-Dade County, of which \$234,000 of COR funds have been set aside as the County share for this in FY 2003-04); the area outside the Federal Navigational Channel ("bank-to-bank") will cost approximately \$12 million (\$990,000 of COR funds have been set aside as the County share for this in FY 2003-04)
- The following beach renourishment projects are projected to be completed by the end of FY 2002-03: Bal Harbour Beach Renourishment (\$2.503 million); Key Biscayne Renourishment Project (\$2.668 million); Sunny Isles Dune Vegetation Project (\$250,000); countywide Beach Erosion Assessment (\$400,000); and the Alternative Sand Test Beach Phase I (\$25 million); funding of \$7.21 million from COR is included in the FY 2002-03 Proposed Budget; in addition to the Beach Renourishment Project expected to be completed in FY

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2002-03, DERM expects to continue the following project in FY 2003-04: 63rd Street Hotspot Remediation (\$2.25 million)

- Construction on 42 of 75 total identified QNIP Phase I drainage retrofit projects will be completed by the end of FY 2002-03; projects include: Backflow Preventers Northeast of C-9 Canal (\$919,000); Bel-Aire (\$2.186 million); Green Briar (\$1.054 million); NW 143rd Street from NW 7th to NW 17th Avenue (\$567,000); Brentwood and Leslie - NW 32nd Street to 27th Avenue (\$578,000); San Mateo – Phase I and III (\$1.506 million); Starlight Development – Phase I (\$976,000); SW 40th Street to SW 36th Street from SW 97th Avenue to SW 82nd Avenue (\$1.064 million)
- Construction for Phase I of the following QNIP projects are projected to be completed in FY 2003-04 including: JG Heads Farms (\$1.225 million); NW 54th to NW 46th Streets from NW 28th to NW 32nd Avenue (\$1.631 million); Palm Springs North (\$2.095 million); Rucks Park Pump Station (\$884,000); San Mateo – Phase II (\$561,000); Starlight Development – Phase II (\$741,000); and SW 2nd Street Pump Station (\$854,000)
- Partially funded QNIP projects to be completed in FY 2003-04 include: Allapattah Phase I and II (\$747,000 funded; \$953,000 unfunded); Kings Garden (\$345,000 funded; \$519,000 unfunded); Leisure City (\$345,000 funded; \$1.7 million unfunded); and Meadow Wood / Cedar Creek Areas 1 and 4 (\$1.09 funded; \$3 million unfunded)
- The following drainage projects will continue past FY 2003-04: Arch Creek (\$6.084 million); Pump Station in Sub-Basin C7-112 (\$875,000); Red Road Canal Culvert Replacement (\$4.007 million); SW 40th Street to SW 24th Street (\$1.335 million); and other local drainage improvements (for Community Rating System (CRS) and non-CRS) (\$13.69 million)
- Non QNIP-related expenditures from Stormwater Utility revenues are anticipated during FY 2003-04; major projects include: restoration of the Florida East Coast Borrow Ditch Canal (\$943,000), the South Miami-Dade Stormwater Treatment and Distributing Area Demonstration (\$2.136 million), and drainage design for SW 139th Avenue from SW 8th Street to SW 40th Street (\$1.321 million)
- Agreement was finalized with the South Florida Water Management District in FY 2002-03 to assist in stormwater master planning efforts in the C-4 basin of Miami-Dade County area for \$700,000
- “Green design” considerations were recommended for the design of the Overtown Center building to which the department will move when construction is complete
- The EEL Program will acquire approximately 1,000 acres of land for \$3.6 million in FY 2003-04; \$1.8 million will be spent to manage all land within the EEL Program; the EEL Program has secured 15,953 acres of environmentally sensitive land at a cost of \$59.3 million and spent \$7.3 million managing its environmentally sensitive lands since its inception in 1990; the inventory of the EEL Program lands also includes \$15.8 million worth of land acquired by the state for Miami-Dade County
- DERM and Park and Recreation will continue to jointly develop an approach to financing and managing the long-term maintenance required to keep the County-owned environmentally endangered lands free of exotic species and healthy for the future
- The acquisition of environmentally sensitive lands that are on the BCC-approved EEL Program Acquisition List, using funds from the EEL Acquisition Trust Fund, will continue; management and maintenance of all lands in the EEL Program will be funded through interest earnings from the EEL Management Trust Fund; the Proposed Capital Budget and Multi-year Capital Plan costs are budgeted at \$90.013 million; expenditures of \$6.42 million are programmed for FY 2003-04
- The Biscayne Bay Restoration and Shoreline Stabilization Project totals \$2.233 million; it is funded from the Biscayne Bay Environmental Trust Fund (\$1.277 million), and a grant from the Florida Inland Navigational District (\$956,000); the project is scheduled for completion in FY 2004-05; expenditures of \$79,000 are

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expected for FY 2002-03 and \$180,000 for FY 2003-04

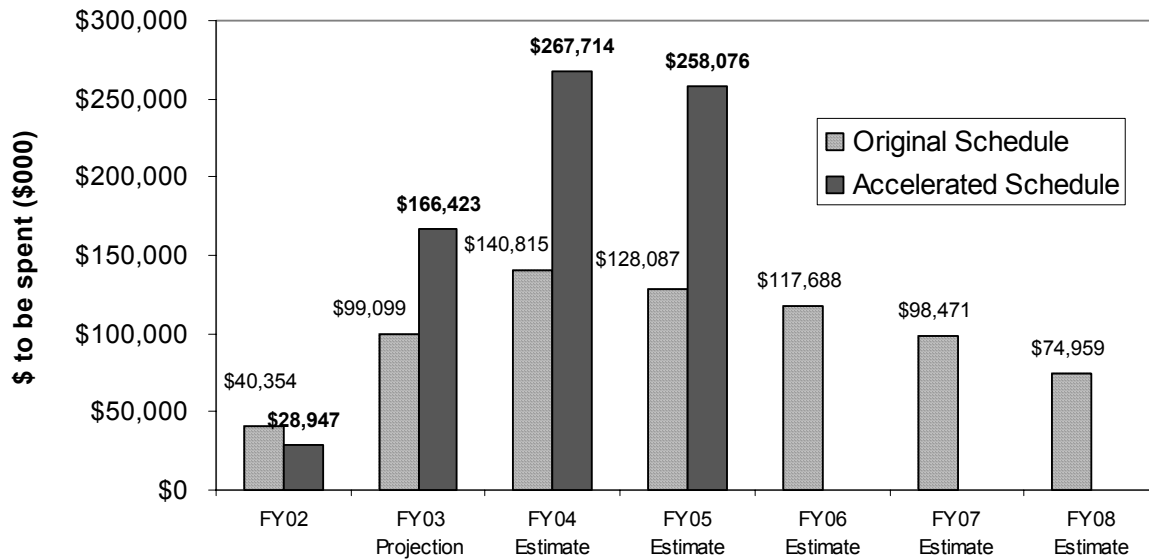
- The Stormwater Management Master Plan for the South Basins, C-1 (Black Creek), C-102 (Princeton Canal), Goulds Canal, C-103 (Mowry Canal), North Canal, and Florida City Canal will be completed in FY 2002-03; the Stormwater Management Master Plan for the Central Basins, C-100, and C-2 (Snapper Creek) will be completed in FY 2003-04; the Stormwater Management Master Plan for the North Central Basins, C-3 (Coral Gables Canal), C-4 Tamiami Canal, C-5 Comfort Canal, and C-6 (Miami River Canal) will be completed in FY 2004-05
- ❖ **DERM continued enhanced flood protection planning and identification of various local drainage improvement sites in flood-prone areas and mitigation of identified flooding problems; as a result of this program, Miami-Dade County achieved a level six rating in FY 2002-03 in the National Flood Insurance Program Community Rating System (CRS); this saves the average property owner in the unincorporated area \$70 annually, total savings are estimated to be over \$9 million annually for all residents in the unincorporated municipal service area (UMSA); effective October 1, 2003, the CRS level will improve to five, placing Miami-Dade County in the top two percent of the most successful CRS communities in the nation; only one other large county in the entire country has achieved a level five; this will result in a total savings of \$87.00 per year on flood insurance policies for residents in flood zones, and \$35 for residents who purchase flood insurance and are outside of flood zones**
- DERM completed procurement and initiated implementation of an Environmental Enterprise Operating System (EEOS) to replace the outdated computer platform for the department's data management system; the new system will be fully integrated with the county's Geographic Information System (GIS) and the Electronic Documents Management System (EDMS), and will enable wireless access from the field; implementation of the system is projected to take two years (\$2.5 million)
- EDMS, the basis for a "paperless" office, is being initiated by scanning incoming records in the major operating divisions; converting old paper files exceeds budgetary capacity at the present time, but alternatives continue to be reviewed; this system will eventually make possible Internet access to department files (\$100,000)
- The Adopt-a-Tree Program will make available 25,000 trees each year funded by the State Tree Canopy Program grant to restore canopy lost through the state citrus canker eradication program (total grant \$6 million)
- Environmental educational materials will be provided in English, Spanish, and Haitian/Creole, targeting more effectively residents throughout the county (\$80,000)
- The department is reformatting and updating the Environmental Protection Code to make it more user friendly; this effort will continue through FY 2003-04
- The 21st annual "Baynanza" celebration was hosted on April 12, 2003, attracting more than 6,500 volunteers who collected more than 20 tons of trash from the shoreline of Biscayne Bay
- Grant funding will be provided in the amount of \$175,000 to community-based organizations to support environmental education projects throughout the County
- Pursuant to Board direction, DERM will support a Climate Change Adaptation Task Force to consider infrastructure and program needs that are likely to arise from the effects of global warming and climate change
- The Division of Recovery and Mitigation (DORM) continues to provide direction and oversight to the design and construction programs needed to repair infrastructure damage and implement hazard mitigation projects to reduce flooding and related property damage in the future
- Design on all FEMA-funded projects continues in FY 2002-03: projects to be completed include the Belen, Country Walk, and Serena Lakes drainage sites; the following activities are scheduled to be completed or substantially completed: over 400 drainage replacement sites, 26 canals, 45 canal bid packages, over 200 roadway restoration sites, and all storm drain structures (over 80,000)



## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Most construction is expected to start by early FY 2003-04 on all FEMA-funded projects for the Belen, Country Walk, and Serena Lakes sites; estimated construction costs are over \$26 million; all roadway restoration and drainage replacement (2,181 sites) is scheduled for completion by FY 2004-05 (\$216 million); canal dredging for all 79 canals is scheduled for completion by FY 2004-05 (\$478 million)
- ❖ **A fee increase is recommended to the Stormwater Utility Fee of 50 cents (each) in the UMSA in both FY 2003-04 and FY 2004-05 in order to provide debt service for two \$60 million bond issues each year towards financing the required local match to the state and the FEMA grant to continue dredging the secondary canal system, drainage system cleaning, road restoration, and design and construct critical drainage replacement to reduce flooding in areas where flooding has previously occurred; acceleration of the project schedule was required to complete the projects by the end of FY 2004-05 to ensure access to the state matching funds**

### FEMA Capital Outlay Schedule



### UNMET NEEDS

- Operating unmet needs total \$5 million in one-time expenditures (see appendix for details)
- Unfunded capital needs consist of 20 projects with an estimated cost of \$98.4 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	0	0	0	0	1,884	1,690	1,884	1,690	37	37
Air Quality	0	0	0	0	3,985	4,652	3,985	4,652	42	42
Enforcement	0	0	0	0	4,152	4,063	4,152	4,063	52	52
Environmental Projects	0	0	0	0	3,178	3,686	3,178	3,686	0	0
Hazardous Materials	0	0	0	0	10,589	11,400	10,589	11,400	133	135
Plan Review Services	0	0	0	0	3,351	3,461	3,351	3,461	39	39
Recovery and Mitigation	0	0	0	0	3,125	3,842	3,125	3,842	39	39
Restoration and Enhancement	0	0	0	0	8,453	8,321	8,453	8,321	65	66
Water Management	0	0	0	0	10,158	9,897	10,158	9,897	82	82
Water Pollution and Monitoring	0	0	0	0	4,046	4,247	4,046	4,247	53	51
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,921</b>	<b>55,259</b>	<b>52,921</b>	<b>55,259</b>	<b>542</b>	<b>543</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	28,712	31,579	34,906
Other Operating	16,527	18,623	17,942
Capital	1,316	2,719	2,411
<b>TOTAL</b>	<b>46,555</b>	<b>52,921</b>	<b>55,259</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
BEACH PROJECTS	30,821	2,250	0	0	0	0	0	0	33,071
DRAINAGE IMPROVEMENTS	14,402	15,711	6,712	1,168	646	646	646	0	39,931
ENVIRONMENTAL PROJECTS	2,766	12,459	19,717	18,090	8,910	0	0	0	61,942
ENVIRONMENTALLY ENDANGERED LANDS PROJECTS	0	6,420	9,860	6,310	5,288	4,916	4,898	52,321	90,013
HURRICANE REPAIRS	195,370	267,714	258,076	0	0	0	0	0	721,160
<b>TOTAL :</b>	<b>243,359</b>	<b>304,554</b>	<b>294,365</b>	<b>25,568</b>	<b>14,844</b>	<b>5,562</b>	<b>5,544</b>	<b>52,321</b>	<b>946,117</b>

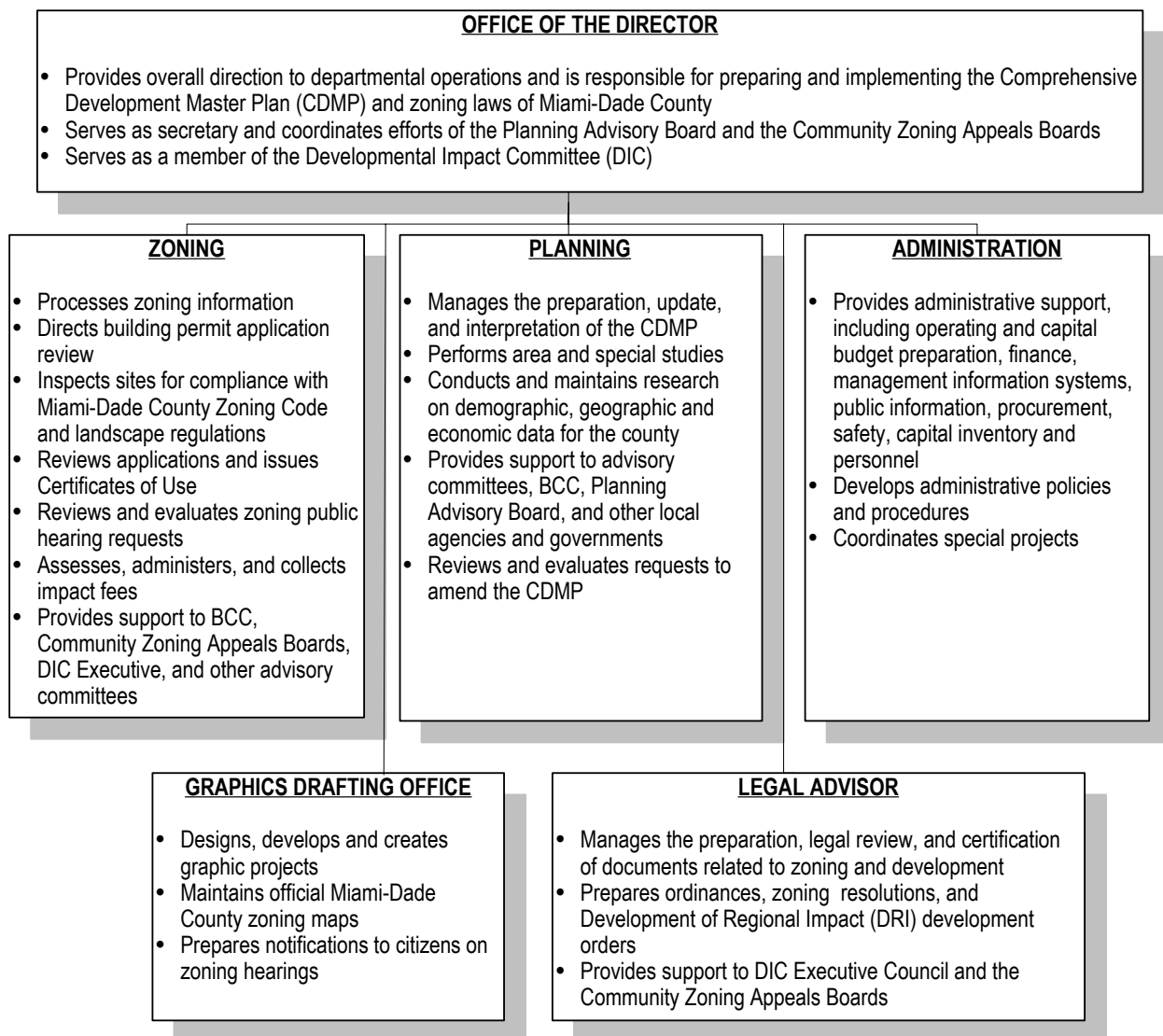
# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Planning and Zoning

### PURPOSE

Prepare and maintain the Comprehensive Development Master Plan (CDMP) and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management-related activities, review development plans for compliance with zoning regulations, issue certificates of use, administer impact fee programs, and provide technical support to zoning meetings of Community Councils and Board of County Commissioners (BCC).

### FUNCTIONAL TABLE OF ORGANIZATION



### BUSINESS PLAN

- Selected strategies/objectives: provide efficient, consistent, and appropriate growth management and urban planning services; issue a final CDMP evaluation and appraisal report by April, 2004; make a final recommendation on the Economic Element by April, 2004; complete the CDMP land use plan map Geographic

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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Information System (GIS) layer by December, 2003; conduct four community design charrettes during FY 2003-04; complete the data collection and issue identification component of the South Miami-Dade watershed plan study by December, 2003

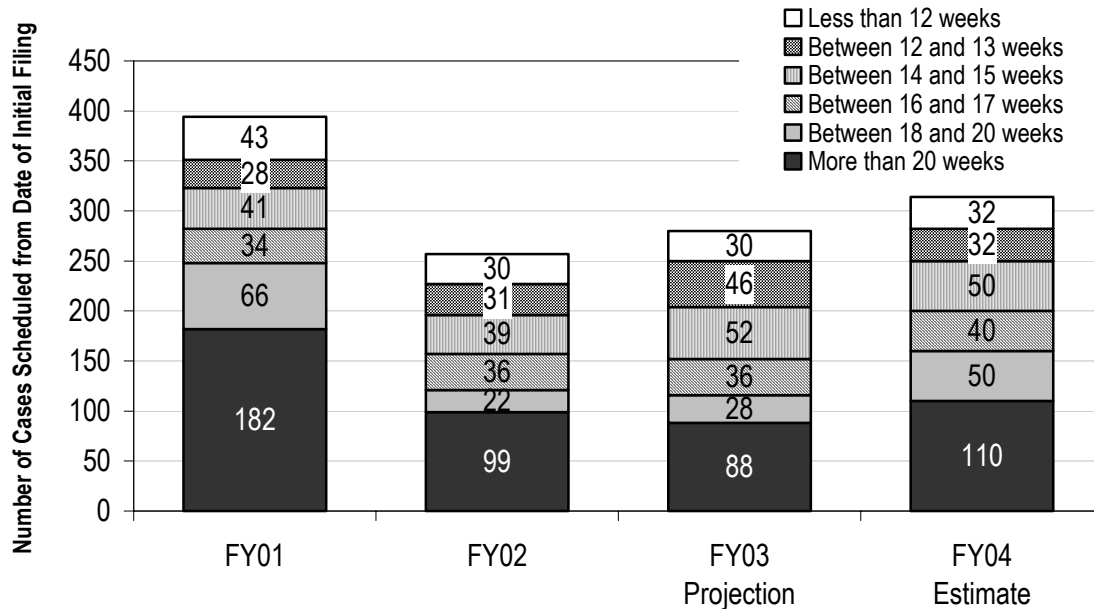
- Capital program strategy: finalize and submit the zoning code re-write product to the BCC by December, 2003, and educate the public on new zoning regulations

### **SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS**

- The FY 2003-04 Proposed Operating Budget is \$20.766 million; general fund support is comprised of \$1.189 million from countywide general fund and \$279,000 from the unincorporated municipal service area (UMSA) general fund, and includes 168 full-time positions and three part-time positions; attrition is budgeted at 12 percent; anticipated zoning contingency in FY 2003-04 will be \$1.270 million; anticipated impact fee administration contingency in FY 2003-04 will be \$1.899 million; zoning revenues are estimated to be six percent lower than FY 2002-03 projections due to recent incorporations
- The Proposed Budget provides for continuation of environmental reviews in targeted focus areas (\$119,000 from Home Investment Partnership Program grants) and transfers from the Office of Community and Economic Development (OCED) generated environmental review work (previously funded by \$150,000 from Community Development Block Grants (CDBG)) back to OCED; land use (\$40,000) and socio economic (\$160,000) analysis will be funded from Unified Planning Work Program grants
- Neighborhood design charrettes were held during FY 2002-03 in Model City and Perrine and are planned to be completed in Princeton; two of these were funded through grants from the Metropolitan Planning Organization and OCED
- Three charrettes, including Leisure City, are planned in FY 2003-04; grants funding is again available for two charrettes in FY 2003-04 (\$140,000 from Unified Planning Work Program grants and \$150,000 from CDBG); charrettes are budgeted on a year-by-year basis with general fund sources supplementing available grants
- The zoning code re-write product will not be completed by August, 2003, as planned, due to legal uncertainties surrounding the March, 2002, Ominpoint court decision; it is anticipated that a draft will be ready for review by the Community Councils and the Development Impact Committee Executive Council in the fall of 2003; expenditures of \$408,000 and \$83,000 are anticipated for FY 2002-03 and FY 2003-04, respectively; total project cost of \$1.098 million is funded from the Capital Outlay Reserve
- For FY 2002-03 and FY 2003-04, legal expenses related to court challenges will be funded from planning funds, zoning funds, and general fund revenues (up to \$120,000)
- The anticipated zoning fee schedule review has been deferred
- The CDMP GIS layer initiative has been fully funded; a contract has been awarded and work will be completed by December, 2003; the Economic Element of the CDMP was filed in April, 2003, and will be scheduled for review by various boards and the public; BCC recommendation on the element is expected in the fall of 2003; the South Biscayne Bay Watershed Planning Project's contract and a notice to proceed will be issued by July, 2003
- Funding is not included in the budget for the multi-year strategic planning process (\$93,000)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

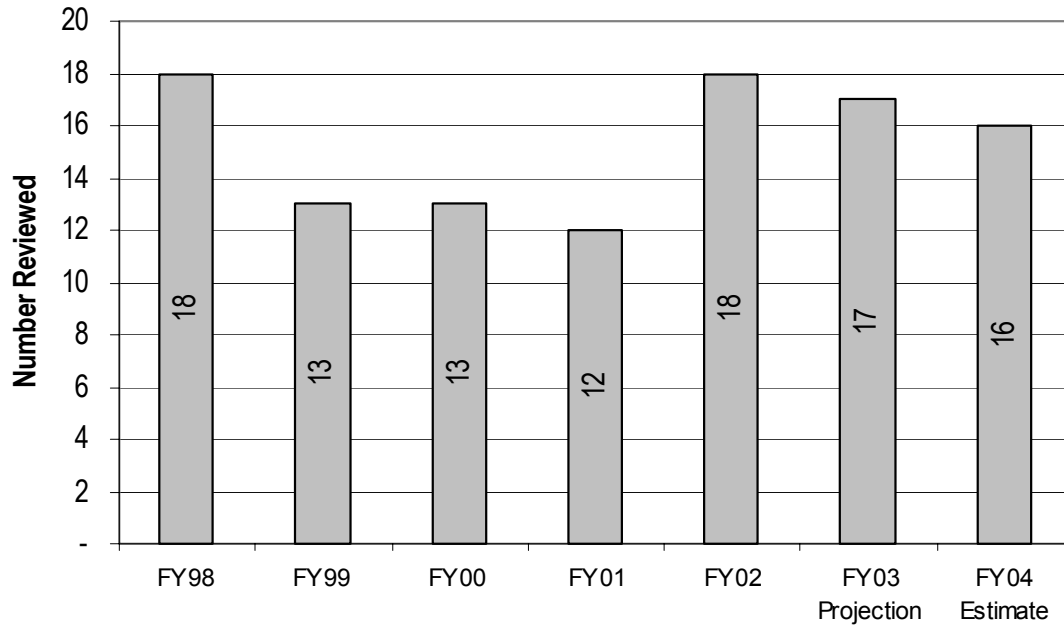
**Zoning Public Hearing Timeframe**



- ❖ **A zoning fee surcharge of eight percent will be implemented for three years beginning in FY 2003-04; \$1.258 million in new funds and \$700,000 of carryover will fund five initiatives that will provide for service enhancements through new technology: the imaging of zoning hearing records will be completed in FY 2003-04 (\$1 million); the GIS zoning resolution will be completed in FY 2004-05 (\$500,000); one position to adequately staff the Zoning Information Center will be added (\$55,000); an inspector tracking system to provide on-line routing information will be completed by FY 2004-05 (\$53,000); also included is a web enabling payment application to be completed by FY 2005-06 (\$350,000)**
- The general fund administrative reimbursement for Zoning will be \$225,000; the general fund administrative reimbursement for the Impact Fee section will be \$32,000; Zoning will increase support to the County Attorney's Office by \$100,000 to \$250,000; the Impact Fee Administration Fund will reimburse Miami-Dade Fire and Rescue (MDFR) (\$35,000), Miami-Dade Police Department (MDPD), Park and Recreation, and Public Works \$693,000 in FY 2002-03 and \$865,000 in FY 2003-04 for eligible departmental impact fee-related expenses; the department will also participate in the Miami-Dade TV Promotional Spots Program (\$25,000), provide support to the BCC, Office of Legislative Analysis (\$17,000), and fund costs associated with advertisement for filling Community Council vacancies (\$10,000)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Development Plan Reviews (Planning)



### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	0	0	0	0	2,749	2,847	2,749	2,847	35	36
Impact Fee Administration	0	0	0	0	4,824	4,546	4,824	4,546	8	8
Planning / CDMP	1,692	1,189	450	279	2,337	3,488	4,479	4,956	52	48
Zoning	0	0	0	0	8,842	8,417	8,842	8,417	74	76
<b>TOTAL</b>	<b>1,692</b>	<b>1,189</b>	<b>450</b>	<b>279</b>	<b>18,752</b>	<b>19,298</b>	<b>20,894</b>	<b>20,766</b>	<b>169</b>	<b>168</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	7,984	8,727	9,170
Other Operating	3,823	11,928	11,411
Capital	83	239	185
<b>TOTAL</b>	<b>11,890</b>	<b>20,894</b>	<b>20,766</b>

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
OTHER	1,015	83	0	0	0	0	0	0	1,098
TOTAL :	1,015	83	0	0	0	0	0	0	1,098

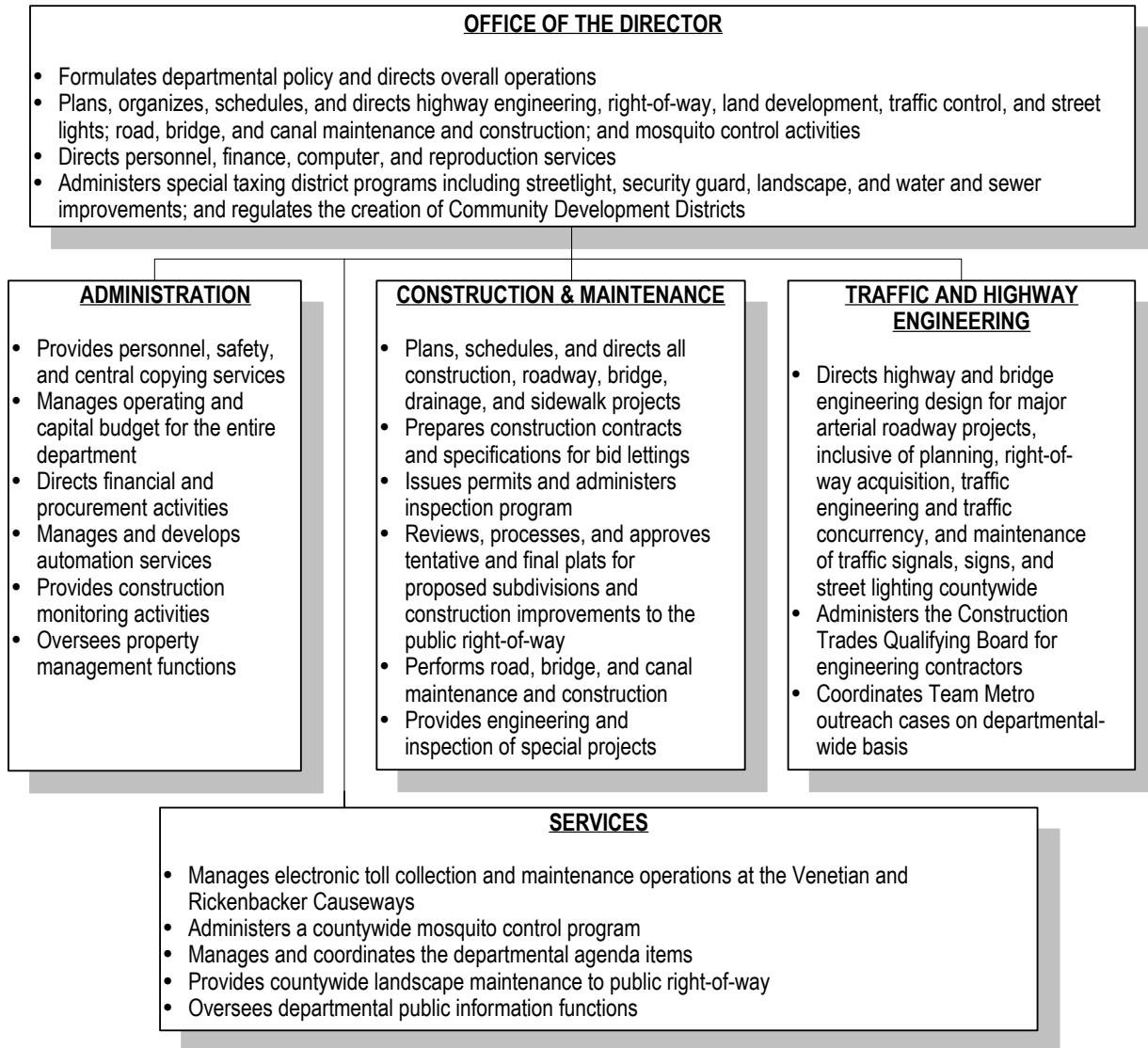
# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Public Works

### PURPOSE

Maintain and construct the County's roadway and traffic control infrastructure including landscape and tree maintenance on public rights of way and transit facilities, and provide services related to land development and mosquito control, causeway operations and maintenance, special taxing districts, and local drainage.

### FUNCTIONAL TABLE OF ORGANIZATION



### BUSINESS PLAN

- Selected strategies/objectives: improve community access to information and services by completing internet access to the Causeway renewal process and contract bidding by December 2003; restore 95 percent of county construction project site areas to their original conditions within 45 days; maintain current levels of mowing cycles and fertilizing and irrigating 80,000 county-owned trees twice per year and replacing damaged trees within five days of notification; maintain 85 percent of roads at acceptable or better; provide maintenance



## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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to control vegetation on the secondary canal system four times per year; respond to pothole repair requests and responding to emergency sidewalk repair within ten days; ensure that 99 percent of all traffic signals are always operational; and respond to all downed traffic signals within one hour and 45 minutes, 95 percent of downed stop signs within six hours, and 100 percent of signage requests within six months upon receipt by the field office

- Capital program strategy: develop and maintain the County traffic control and roadway infrastructure, improve the County's stormwater drainage system, accelerate the construction of projects included in the Quality Neighborhoods Improvement Program (QNIP), and begin design and construction of the two components of the People's Transportation Plan for which the Public Works Department has responsibility: the Major Highway and Road Improvements component (\$309 million over 10 years) and the Neighborhood Improvements Component (\$167 million over 10 years)

### **SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS**

- The total FY 2003-04 Proposed Operating Budget is \$106.477 million, a 5.74 percent increase from the current fiscal year; the Proposed Budget provides funding for 759 positions, a net increase of 31 positions (including internal reorganizations); attrition is budgeted at 9.6 percent department-wide
- The Public Works Departmental Proposed Budget is funded through six separate funds: the countywide general fund (\$15.025 million); the unincorporated municipal service area (UMSA) general fund (\$3.735 million); a transfer from the stormwater utility fund (\$9.959 million); proprietary fees from special taxing districts, construction, and land use (\$9.31 million); Causeway revenues and carryover (\$12.573 million); and Special Taxing Districts (\$24.498 million); the general fund and the proprietary fund receive reimbursements from capital projects (\$27.508 million and \$3.791 million, respectively) and grants from the State of Florida (\$46,000 of new revenues and \$32,000 of carryover); Public Works Department activities relating to the Transportation strategic area have operating expenditures of \$47.127 million while activities relating to the Neighborhood and UMSA Services strategic area have operating expenditures of \$59.35 million
- Administrative costs are allocated on the basis of the relative costs of direct services and are reimbursed from specific capital projects when appropriate; as a result of this year's review of the cost allocation method, countywide support next fiscal year will be 80.1 percent compared to 74.3 percent in the current year due to changes in reimbursements for countywide functions versus unincorporated area functions; total general fund support (\$18.76 million) reflects a reduction of \$728,000 in FY 2003-04 due to increases in reimbursable costs
- The Proposed Budget includes administrative reimbursements to the County's general fund from Special Taxing Districts (\$250,000), construction services (\$204,000), Secondary Gas Tax (\$500,000), and causeway operations (\$207,000); additionally, \$225,000 will be provided to the County Attorney's Office as a reimbursement for extraordinary legal costs associated with the creation of districts and \$125,000 of construction proprietary revenues for support and assistance related to contracts; the construction fund will participate in the Miami-Dade TV Promotional Spots Program (\$85,000)
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan totals \$882.494 million and is comprised of the People's Transportation Plan (PTP) bond proceeds (\$470 million), QNIP bond proceeds (\$18.006 million), Causeway Toll Revenues (\$18.23 million), Federal Defense Infrastructure Grants (\$100,000), an appropriation from the U.S. Department of Agriculture (\$1 million), road impact fees (\$160.642 million) and developer donations (\$5.62 million), municipal contributions (\$3.175 million), Capital Improvement Local Option Gas Tax (\$36.85 million), Capital Outlay Reserve (COR) (\$450,000), Liability Trust Fund (\$4 million), Transit Revenues (\$12.285 million), Secondary Gas Tax (\$139.766 million), Stormwater Utility fees (\$8.4 million), and Florida Department of Transportation (FDOT) funds (\$3.97 million); total expenditures of \$26.591 million are

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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programmed for the Neighborhood and UMSA Services strategic area and \$136.092 million are programmed for the Transportation strategic area for FY 2003-04

- The Public Works Department commenced with management oversight of the PTP for highway planning on major road projects and preparation of contracts to be advertised for neighborhood improvements pending approval from the Citizens' Independent Transportation Trust (\$20 million in FY 2002-03 and \$40 million in FY 2003-04); a coordination unit for the PTP has been added to the director's office (three positions, \$162,000)
- Two accountants that were added to the Finance Division in the FY 2002-03 budget have been hired (\$90,000); the Finance Division processes 1,500 contractor payments on an annual basis
- ❖ **Technology improvements include, but not limited to: customer renewal of Causeway Transponders via the Internet, developing handheld computers for Public Works field crews, testing contract bidding on the web, allowing access to recorded plats on the Internet, re-write of the Traffic Concurrency Geographical Information System layer, the Traffic Signals and Signs fiber optic upgrade, and electronic document management systems for right-of-way documents, special taxing districts**
- Revenues collected for reproduction of land development maps will be credited to the countywide general fund in FY 2002-03 (\$728,000 projected) and FY 2003-04 (\$680,000 budgeted)
- The Contracts and Specifications Section of the Construction Division will hire one engineer by the end of FY 2002-03 (\$50,000) that was added in the FY 2002-03 Budget to manage the increasing workload of contracts; because this section prepares capital contracts for bidding, all costs for this section are capitalized
- At the request of the Public Works Department, the Office of Performance Improvement (OPI) completed a study on improving contracting procedures and payment practices; the results of the study will be presented to the Efficiency and Competition Committee by the end of the current fiscal year

### Countywide

- The department will maintain 203 bridges, 1,100 arterial roadway miles, 2,941 traffic signals and school flashing warning lights, 2,453 traffic signal controllers and 19,000 street lights; will perform 5,200 inspections to eliminate mosquitoes in naturally occurring areas, 74,000 inspections on mosquito breeding containers, and spray approximately 388,000 residential units by trucks and 200 acres by aerial spraying to control the mosquito population
- Causeway operations include Rickenbacker Causeway operations (\$4.031 million), Venetian Causeway operations (\$1.139 million), capital projects (\$4.6 million), and a contingency reserve (\$2.803 million); the combined tolls will be available to operate both causeways, improve the rights-of-way, provide amenities along Hobie Beach, renourish that beach, and build the toll plaza on the Venetian Causeway
- Causeway capital projects include: causeway bridge repairs (\$1.1 million to be spent in FY 2003-04, \$5.5 million total), causeway shoreline restoration projects (\$230,000 to be spent in FY 2003-04, \$2.8 million total), the purchase of C-Pass transponders (\$190,000), variable message signs (\$240,000), and the Venetian Causeway Toll Plaza replacement (\$2.1 million)
- Replacement of comfort stations along the Rickenbacker Causeway (including waste hook-ups) was completed in February, 2003 (\$780,000); the Hobie Beach Renourishment project along the Rickenbacker Causeway began in August, 2001 and will continue through the end of FY 2007-08 (\$3.2 million)
- Construction on the Venetian Causeway toll booth and operations building was scheduled to begin in FY 2001-02, but has been delayed due to permitting and design delays; the notice to proceed was issued January 24, 2003; construction of an alternative traffic road began in April, 2003; the project will be completed within one year

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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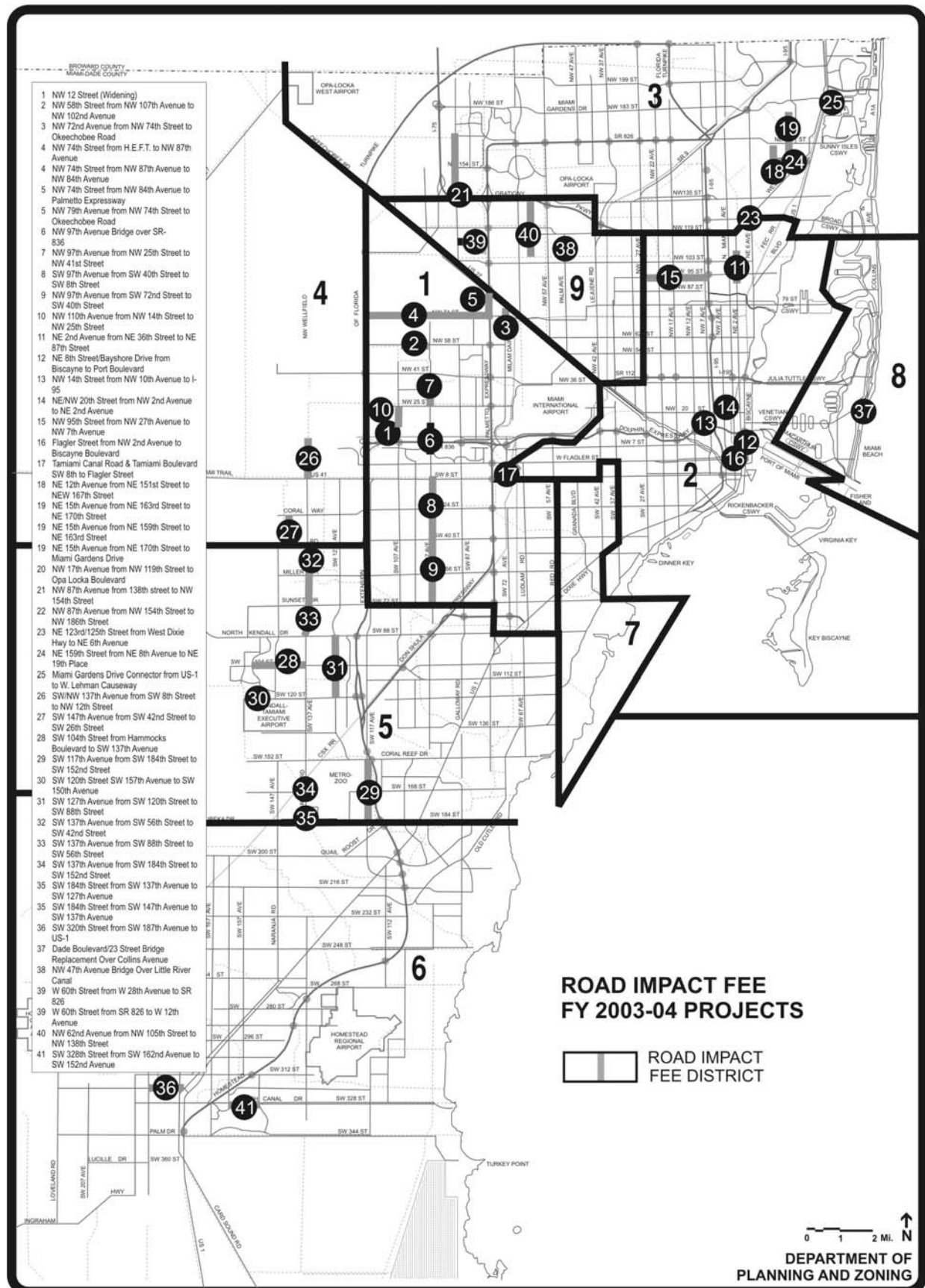
- The Construction Division increased fees in FY 2002-03 and is supported by reimbursements from specific capital projects and from the Self-Supporting Construction Fund which derives its revenues from proprietary permit fees and a transfer from the Communications Services Tax (CST); due to a surplus of permit fees in FY 2002-03, this transfer of CST is not projected to occur; \$1 million of the CST transfer is budgeted in FY 2003-04
- ❖ **One part-time position and two temporary positions in the Construction Division were converted to full-time positions to address the growing workload of the division (\$98,000); one administrative position (\$47,000) and one construction manager (\$91,000) will be added in FY 2003-04 to track construction projects**
- Nine of the 13 drainage sites along arterial roads approved during the FY 2000-01 budget process will be completed by the end of the current fiscal year; the remaining four sites are under design
- The Public Works Department completed construction of pedestrian ramps compliant with the Americans with Disabilities Act (ADA) along Curtis Parkway and the Circle in the City of Miami Springs in January, 2003 and will resurface Curtis Parkway from NW 36th Street up to and including the Circle by July 2003; resurfacing of Royal Poinciana Boulevard from LeJeune Road to NW 74th Street has been delayed at the request of the City of Miami Springs
- Public Works will continue roadway and sidewalk rehabilitation work, including pedestrian walkway repairs, roadway striping, and certain manhole valve adjustments necessitated by water and wastewater distribution system improvements and repairs; the secondary road program will be reimbursed by the Miami-Dade Water and Sewer Department (WASD) for resurfacing and patching projects
- The FY 2003-04 Road Impact Fee (RIF) program includes construction, rehabilitation, and maintenance of arterial and collector roads and bridges; funding to support related projects in FY 2003-04 totals \$19 million and is comprised of new receipts (\$16.9 million) and reallocated carryover (\$2.1 million)
- The following projects funded by RIF will be completed in FY 2002-03: Flagler Street signal modifications (a Joint Participation Agreement with the City of Miami utilizing \$1 million of County funds); SW 97th Avenue widening from SW 8th Street to SW 40th Street (\$5.354 million); reconstruction of NW 95th Street Lane (\$5.8 million); NW 12th Street road improvements (\$3.24 million); West 60th Street (a Joint Participation Agreement with the City of Hialeah utilizing \$2.55 million of County funds); and SW 120th Street road improvements (\$1.4 million)
- Two projects funded by RIF that were expected to commence construction in FY 2002-03 will be delayed to FY 2003-04 due to contracting delays and design complications: NW 97th Avenue bridge over State Road 836 (\$15.62 million) and West 68th Street widening and signalization with FDOT (\$600,000)
- Construction of the following projects funded by RIF will be started in FY 2003-04: SW 117th Avenue widening (\$6.1 million), NW 17th Avenue widening (\$3 million), NW 87th Avenue bridge and approaches (\$6.7 million), SW 137th Avenue reconstruction (\$2.435 million), and Barbara Goleman High School access road (\$1.4 million)
- Two projects requested at the September, 2002 budget hearings are proceeding with funding from RIF: design is complete of road reconstruction of NW 58th Street from 102nd Avenue to 107th Avenue and construction will begin in FY 2003-04 (\$1.2 million) and the Public Works Department is pursuing a settlement with local owners around NW 74th Street from 84th Avenue to 87th Avenue
- The capital Secondary road program funded by the Secondary Gas Tax (two cents per gallon on motor and special fuels) includes construction, rehabilitation, and maintenance of arterial and collector roads and bridges; funding to support related projects in FY 2003-04 totals \$23.24 million and is comprised of new receipts (\$16.77 million) and reallocated carryover (\$6.47 million)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

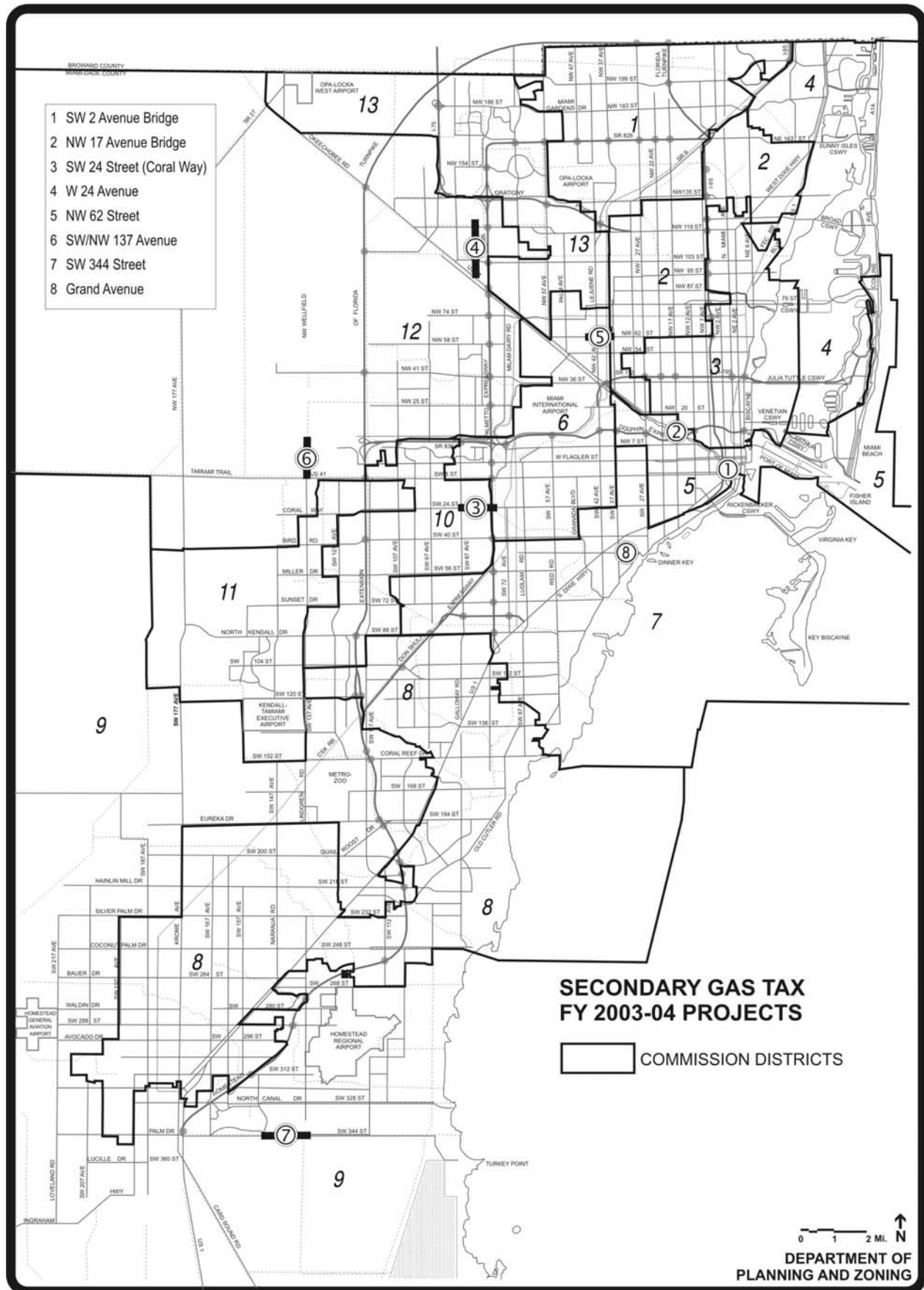
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- The capital Secondary Gas Tax Multi-Year program through FY 2008-09 is expected to fund eligible projects totaling \$139.766 million including: beautification projects (\$19.13 million); bridge repair and painting (\$3.5 million); project management (\$7.535 million); railroad improvements (\$3.465 million); road and bridge maintenance (\$3.5 million); traffic signals and signs supervision (\$64.890 million); NW 62nd Street Lane reconstruction (\$3.7 million); SW 24th Street widening (\$2.534 million); West 24th Avenue widening (\$4.1 million); pavement striping and markings (\$5.85 million); street light maintenance (\$11.9 million); and traffic control devices (\$600,000); the department expects to expend \$16.114 million of Secondary Gas Tax in FY 2002-03
- Secondary Gas Tax projects that will be completed in FY 2002-03 include NW 62nd Street from Okeechobee to NW 47th Avenue (\$2.7 million) and NW 17th Avenue from NW 103rd Street to NW 119th Street (\$2.4 million); the NW 17th Avenue bridge refurbishing has been delayed into FY 2003-04 due to design complications
- Guardrails near canals will be repaired and installed using Secondary Gas Tax funds (\$432,000 in FY 2002-03 and \$100,000 in FY 2003-04); approximately 2,000 linear feet of guardrails will be installed in FY 2002-03 and approximately 2,000 linear feet will be installed in FY 2003-04; this is both a countywide and an unincorporated area function; 15,000 linear feet in FY 2002-03 and 15,000 linear feet in FY 2003-04 of guardrails will be repaired
- The Capital Improvement Local Option Gas Tax (LOGT) generates funds based on a three cent per gallon levy on gasoline and gasohol purchases within Miami-Dade County and is shared with municipalities pursuant to an interlocal agreement; new revenues to the County are expected to be \$19.83 million; LOGT funds are used for projects of countywide significance (\$2 million), local projects in UMSA (\$3.9 million), and Miami-Dade Transit projects (\$14.76 million including \$830,000 of carryover)
- The department expects to expend \$2.9 million from COR in FY 2002-03 on projects that had previously been funded by the Capital Improvement LOGT; these projects will be funded from the Capital Improvement LOGT in FY 2003-04
- The Countywide portion of the Capital Improvements LOGT for FY 2003-04 totals \$2 million and will fund the following projects: Traffic Crew (\$650,000) and Traffic Control Devices Replacements (\$1.35 million)
- ❖ **The County Incentive Grant Program (CIGP) is funded by FDOT (\$3.57 million) for portions of the following road improvement projects: NW 87th Avenue Bridge and Approaches (\$1.155 million), SW 117th Avenue widening (SW 184th Street to SW 152nd Street) (\$1.155 million), and SW 24th Street Widening (\$1.26 million)**
- ❖ **The Land Development Division raised platting fees in FY 2002-03 and added one Architect to assist in coordinating the County's platting process with the County's zoning process (\$58,000), one cadastral technician to maintain and update the GIS layer for plats (\$42,000), a senior professional land surveyor to supervise and coordinate different phases of platting (\$68,000), and one clerk to support staff with the increased workload (\$29,000)**

# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

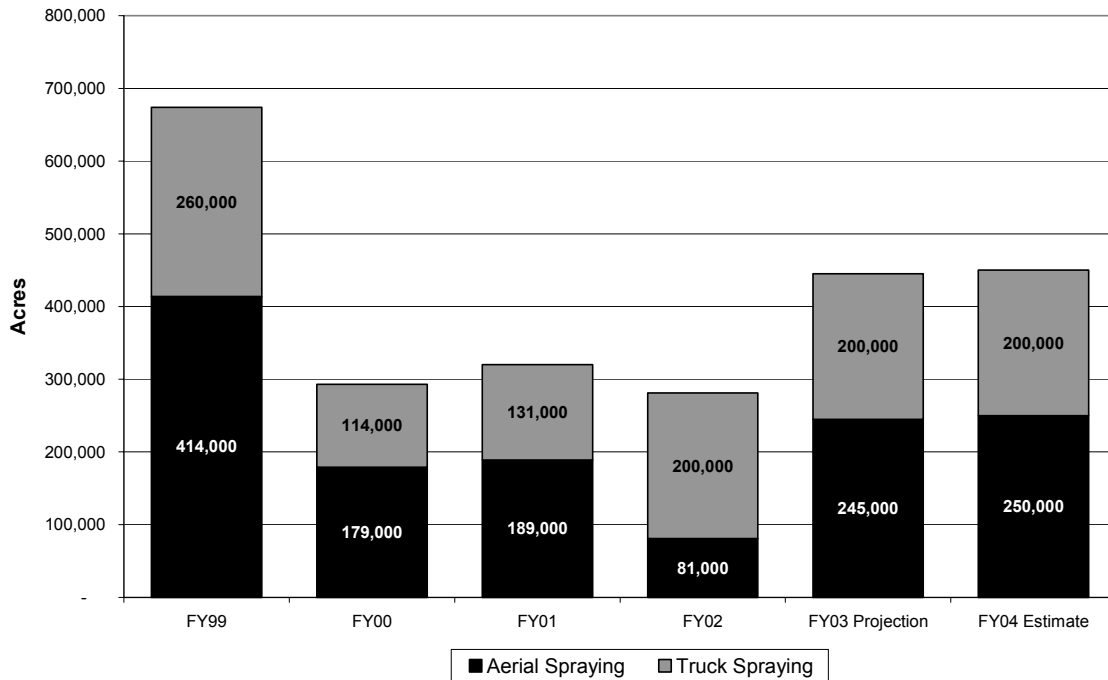


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## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Mosquito Control Division is funded from the countywide general fund (\$1.969 million) and the State of Florida Department of Agriculture Mosquito Grant (\$46,000 of new revenues in FY 2002-03 and \$46,000 of new revenues in FY 2003-04); **with the help of South Florida's Congressional Delegation, the division received a general appropriation for a new turbine engine helicopter (\$1 million) to replace the 32-year old plane and 37-year old helicopter; the division has contracted for aerial spraying in FY 2002-03 (\$250,000)**

Mosquito Control Acres Sprayed



- ❖ **At the request of the Seaport, the Right-of-Way Division added a supervisor to the Seaport Survey Crew; the crew will be reimbursed by the Seaport (\$260,000)**
- ❖ **Two new horizontal survey crews and one vertical survey crew will be added to the Right-of-Way Division in FY 2003-04 and will be funded by reimbursements from Water and Sewer, DERM, and Public Works self-supporting funds (13 positions, \$727,000); these crews will maintain 2,000 benchmarks (Vertical elevations), 160 Public Works GPS Control Points (Horizontal), 170 National Geodetic Survey Points (Horizontal), and 130 WASA Control Points (Horizontal) and will set, recover, and reference 1,200 Section corners throughout the County**
- The Right-of-Way Assets and Aesthetics Maintenance (R.A.A.M.) Division is projected to add three roadways to the Adopt-a-Road Program during FY 2002-03; 20 roadways have been adopted since the implementation of this program
- Landscape maintenance for Metrorail and Metromover, median mowing, and roadside mowing that had been budgeted at 16 cycles, 16 cycles, and 12 cycles, respectively (\$2.88 million) for FY 2002-03 were restored in October, 2002 to the 24 cycles, 24 cycles, and 18 cycles, respectively that had been provided in FY 2001-02 requiring an additional \$1.44 million; additional general fund revenue of \$1.14 million is recommended for transfer to Miami-Dade Transit (MDT) to provide the maintenance of effort funding equal to that in FY 2001-02; the balance of the additional mowing cycles (\$300,000) will be provided by MDT; the funds in Public Works will be sufficient to provide the increased mowing cycles as directed by the Board of County Commissioners in October, 2002

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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- Landscaping projects for FY 2002-03 are programmed at \$6.843 million and are funded from Secondary Gas Tax (SGT) and the general fund; projects include: roadside mowing (\$1.475 million), median mowing (\$1.495 million), Metrorail/Metromover landscaping (\$1.526 million), trimming of trees for safety purposes (\$200,000), structural pruning (\$100,000), tree health (\$1.047 million), replacement of trees (\$200,000) and install new trees (\$800,000)
- The following Community Image Advisory Board (CIAB) recommendations will be completed by the end of the current fiscal year using SGT funding: installed landscaped planters at the ends of medians along NW 27 Avenue and along US1 (\$135,000), refurbished existing landscape on US1 from SW 152 Street to 216 Street (\$60,000), and provided support for enhanced litter pickup in the same areas (\$30,000); CIAB funding of \$500,000 has been set aside in FY 2003-04; the transfer of technical certification of architectural, engineering, and land surveying and mapping firms to the Department of Business Development was completed in February, 2003
- The R.A.A.M. Division will replant 1,000 replacement trees along arterial roads in Miami-Dade County by the end of the current fiscal year (\$250,000); approximately 800 replacement trees (\$200,000) and 3,200 new trees (\$800,000) will be planted along arterial roads in FY 2003-04 using SGT funds
- The Tree Maintenance Program on County rights-of-way continued with funding from the general fund in FY 2002-03 (\$1.047 million) and will continue in FY 2003-04 (\$1.047 million)
- ❖ **The Road and Bridge Division began a pilot project with OPI in which staff will work four ten-hour days instead of five eight-hour days; it is hoped that this will improve service and increase staff retention without increasing costs**
- ❖ **FDOT will complete reconstruction of the Second Avenue Bridge over the Miami River in the summer of 2003 (\$47 million from FDOT for construction and \$3.5 million from RIF for design services)**
- Special Taxing Districts are self-supporting through special assessments in each district and are a countywide function; special taxing districts administration is funded from a small percentage of each of these assessments (\$2.1 million); there are 42 guard districts (\$11 million), 67 multi-purpose landscape districts (\$3.2 million), 254 lighting districts (\$10 million), 1 lake maintenance district (\$35,000), and 12 Community Development Districts
- ❖ **An engineer and an engineer drafter will be added in FY 2003-04 to Special Taxing Districts Administration to keep pace with the increasing workload (\$137,000)**
- The Traffic Engineering Division is funded by the countywide general fund (\$1.69 million) and reimbursements from specific projects (\$423,000); **two overage positions were added to enhance customer service response at a cost of \$55,000**; the division will proceed with delegation of limited traffic control activities to municipalities participating in interlocal agreements with the County
- Installation of 33 school speed zone flashing warning lights will be completed by the end of the current fiscal year with funding from the Liability Trust Fund (\$3 million)
- The Traffic Signals and Signs Division maintains all traffic signals and street signs within the county and is funded from the countywide general fund (\$3.402 million in FY 2002-03 and \$3.877 million in FY 2003-04) and from SGT funding (\$10.04 million in FY 2002-03 and \$10.286 million in FY 2003-04); various Traffic Signals and Signs operations will be reimbursed from the Liability Trust Fund in both FY 2002-03 (\$328,000) and FY 2003-04 (\$346,000)
- ❖ **Will install a traffic signal at NW 28th Street and 14th Avenue (\$120,000) utilizing Road Impact Fee funds by September, 2003; installed a traffic signal at East 4th Avenue and 3rd Street (\$120,000) utilizing Road Impact Fees fund in February, 2003**
- ❖ **Public Works is planning a project that will replace most incandescent bulbs in the traffic signal heads with Light Emitting Diodes (LED) modules instead of which use only about 10 watts of electricity**



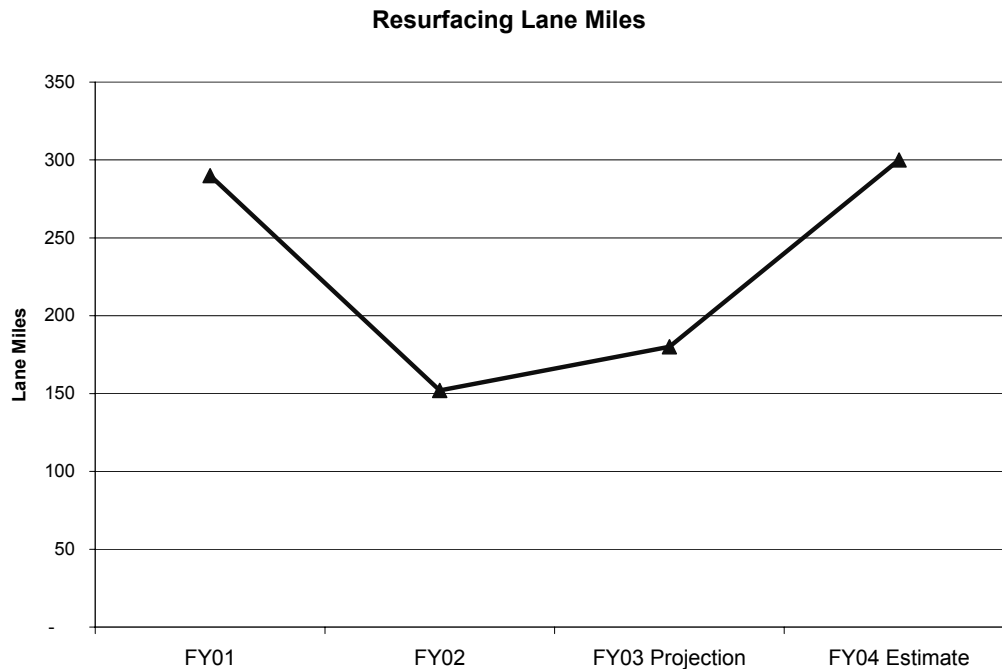
## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

compared to 135 watts for traditional incandescent bulbs

- ❖ **Public Works is planning a demonstration project pending FDOT approval to replace standard reflective street name signs at a select group of signalized intersections with internally illuminated street name signs to increase their visibility in low-light conditions**
- ❖ **Installation of the following traffic signals will be completed before the end of the current fiscal year: NW 52 Street and NW 107 Avenue (\$120,000) and in Allapattah at NW 28 Street and 14 Avenue (\$120,000) in FY 2003-04; due to contracting delays, a traffic signal at NW 52 Street and NW 97 Avenue will be completed in FY 2003-04 instead of FY 2002-03 as anticipated (\$120,000)**
- Enhanced street sign replacement and restriping including replacing missing and faded traffic signs in East Hialeah, Flagami, South and West Miami was delayed by contractor issues and will be completed by the end of FY 2003-04 (\$700,000, from the Liability Trust Fund); in-house staff repaired 756 signs and installed 266 new signs in the designated areas
- Approximately 2,700 streetlights will be retrofitted in FY 2002-03 for a total of 3,728 streetlights that have been retrofitted since the inception of the Comprehensive Street Light Retrofit Program; approximately 4,000 will be retrofitted in FY 2003-04

### Unincorporated Area

- ❖ **Many QNIP Phase I through Phase III projects will be completed by the end of the current fiscal year: sidewalks (\$3.633 million), resurfacing (\$4.533 million) and local drainage (\$1.558 million); the department expects to complete many more QNIP projects in FY 2003-04 including: sidewalks (\$4.094 million), resurfacing (\$4.439 million), and local drainage (\$3.148 million)**



- The unincorporated area portion of the Capital Improvements LOGT for FY 2003-04 totals \$3.9 million and will fund the following projects: project management (\$350,000), local resurfacing (\$1.7 million), local sidewalk crew (\$700,000), and local right of way crews (\$1.15 million)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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- Stormwater Utility funding of \$9.959 million (including \$1.2 million of capital projects) is budgeted to maintain 136.6 miles of canals in UMSA and 20.2 miles within municipalities with interlocal agreements to exfiltrate and clean approximately 6,000 drains and 160,000 linear feet of pipes annually in UMSA; these services are also provided to municipalities that have an interlocal agreement with the County; three methods are used by Miami-Dade County to improve water flow in the Secondary Canal System: mechanical harvesting, chemical harvesting, and the Triploid Grass Carp fish; the method used depends upon the physical characteristics of each canal and the access thereto
- Several improvements were made in FY 2002-03 with the hiring of a dedicated crew assigned to the aesthetic cleaning of canals program (three positions, \$126,000), the hiring of a mechanical harvesting crew (five positions, \$271,000) and the hiring of one pump station mechanic (\$40,000) and will be funded from the Stormwater Utility in FY 2003-04; several heavy fleet purchases are moving through the procurement process; Public Works will work with DERM to determine the appropriate timing of these purchases

### **UNMET NEEDS**

- Operating unmet needs for the Public Works Department total \$9.164 million start-up costs and \$3.816 million of recurring costs and 107 positions (see appendix for details)
- Unfunded capital needs for the Public Works Department total \$217.662 million in the Neighborhood and UMSA services strategic area and \$215.64 million in the Transportation strategic area (details are in the Unfunded Projects listing in the accompanying Appendix book)

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$s in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
Primary Activity	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Administration	1,630	586	1,043	387	0	1,880	2,673	2,853	38	40
Causeways	0	0	0	0	10,742	12,573	10,742	12,573	60	59
Construction	0	0	0	0	8,997	8,228	8,997	8,228	62	63
Highway Engineering	582	560	145	140	1,697	1,430	2,424	2,130	34	29
Right-of-Way	472	418	118	104	2,389	3,246	2,979	3,768	53	67
Traffic Engineering	1,281	1,672	0	0	439	423	1,720	2,095	29	38
Traffic Signals and Signs	3,402	3,877	0	0	11,720	11,603	15,122	15,480	98	101
Subtotal, Transportation	7,367	7,113	1,306	631	35,984	39,383	44,657	47,127	374	397
Administration	33	768	0	508	2,545	2,468	2,578	3,744	44	46
Land Development	0	0	0	0	1,052	1,513	1,052	1,513	14	16
Mosquito Control	1,814	1,969	0	0	124	94	1,938	2,063	24	25
Right-of-Way Assets and Aesthetics Maintenance	2,182	1,396	546	257	4,496	5,970	7,224	7,623	21	21
Road and Bridge Maintenance	3,075	3,779	3,165	2,339	700	1,650	6,940	7,768	124	124
Special Taxing Districts	0	0	0	0	24,498	24,498	24,498	24,498	0	0
Special Taxing Districts - Administration	0	0	0	0	1,850	2,182	1,850	2,182	21	23
Stormwater Utility Canals	0	0	0	0	7,479	7,309	7,479	7,309	76	76
Stormwater Utility Drains	0	0	0	0	2,480	2,650	2,480	2,650	30	30
Subtotal, Neighborhood and UMSA Services	7,104	7,912	3,711	3,104	45,224	48,334	56,039	59,350	354	361
TOTAL	14,471	15,025	5,017	3,735	81,208	87,717	100,696	106,477	728	758
Revenue to General Fund	400	680	0	0						
Net General Fund Support	14,071	14,345	5,017	3,735						

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	33,765	33,211	42,097
Other Operating	37,565	59,214	56,891
Capital	2,713	8,271	7,489
TOTAL	74,043	100,696	106,477

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
DRAINAGE IMPROVEMENTS	1,650	5,812	1,850	1,850	1,850	1,850	1,850	200	16,912
INFRASTRUCTURE IMPROVEMENTS	1,770	17,379	16,605	14,665	16,295	15,340	10,685	5,085	97,824
MOSQUITO CONTROL	0	1,000	0	0	0	0	0	0	1,000
ROAD IMPROVEMENTS - LOCAL ROADS	11,094	2,400	2,400	2,400	2,400	2,400	2,400	0	25,494
STRATEGIC SUBTOTAL :	14,514	26,591	20,855	18,915	20,545	19,590	14,935	5,285	141,230
STRATEGIC AREA : TRANSPORTATION									
CAUSEWAY IMPROVEMENTS	1,960	2,860	1,360	1,400	2,600	3,350	4,100	600	18,230
ROAD IMPROVEMENTS - MAJOR ROADS	29,710	86,109	63,778	91,130	89,675	74,620	68,440	104,475	607,937
TRAFFIC CONTROL SYSTEMS	5,800	20,532	17,396	17,291	18,301	17,941	17,836	0	115,097
STRATEGIC SUBTOTAL :	37,470	109,501	82,534	109,821	110,576	95,911	90,376	105,075	741,264
TOTAL :	51,984	136,092	103,389	128,736	131,121	115,501	105,311	110,360	882,494

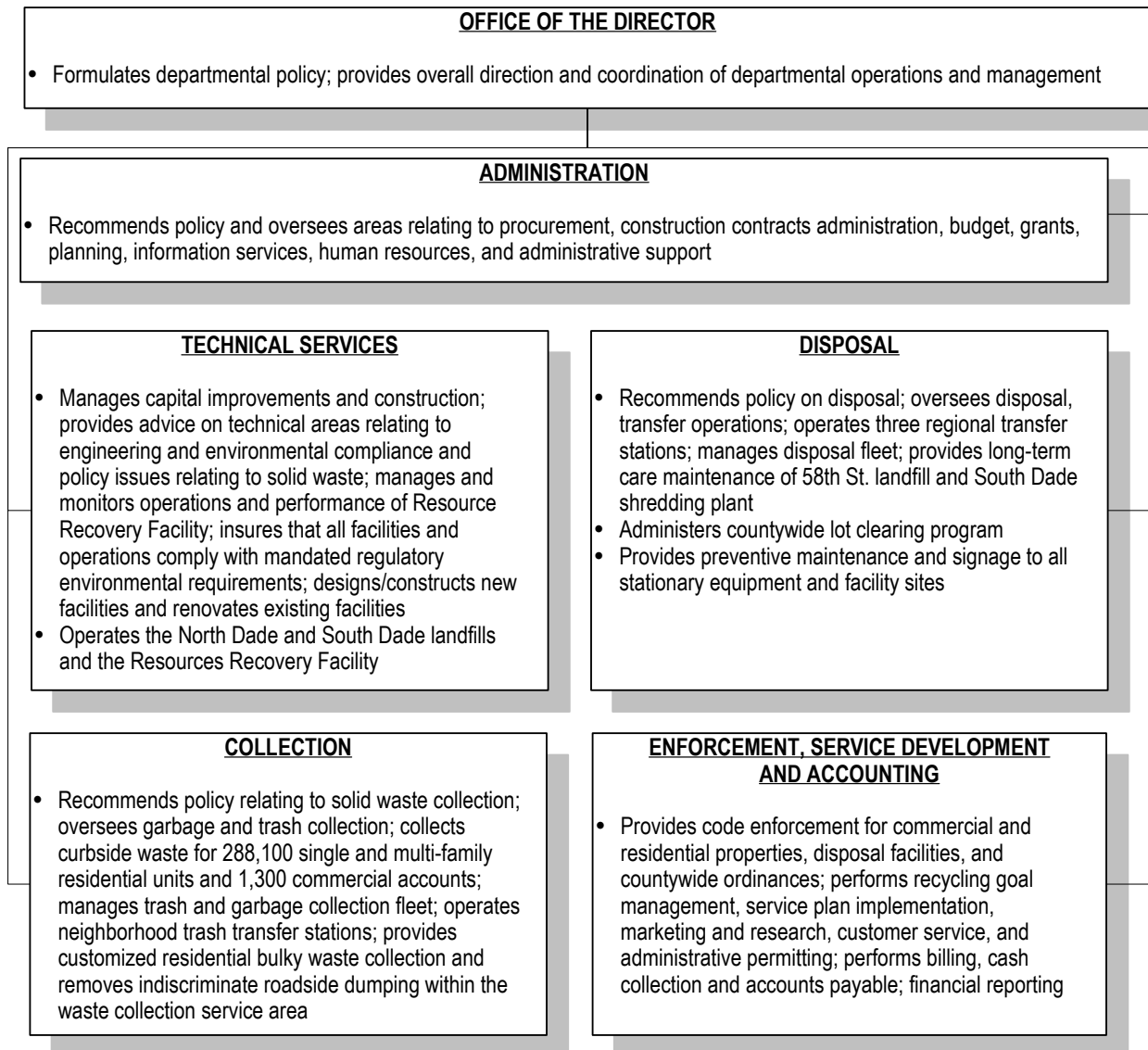
## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Solid Waste Management

#### PURPOSE

Collect garbage and trash in the solid waste service area, contract for the collection of recyclable materials in unincorporated Miami-Dade County and participating municipalities; provide waste transfer and disposal services to the unincorporated municipal service area (UMSA); contract with municipalities and private haulers; and regulate waste collection, transportation, and recycling countywide.

#### FUNCTIONAL TABLE OF ORGANIZATION

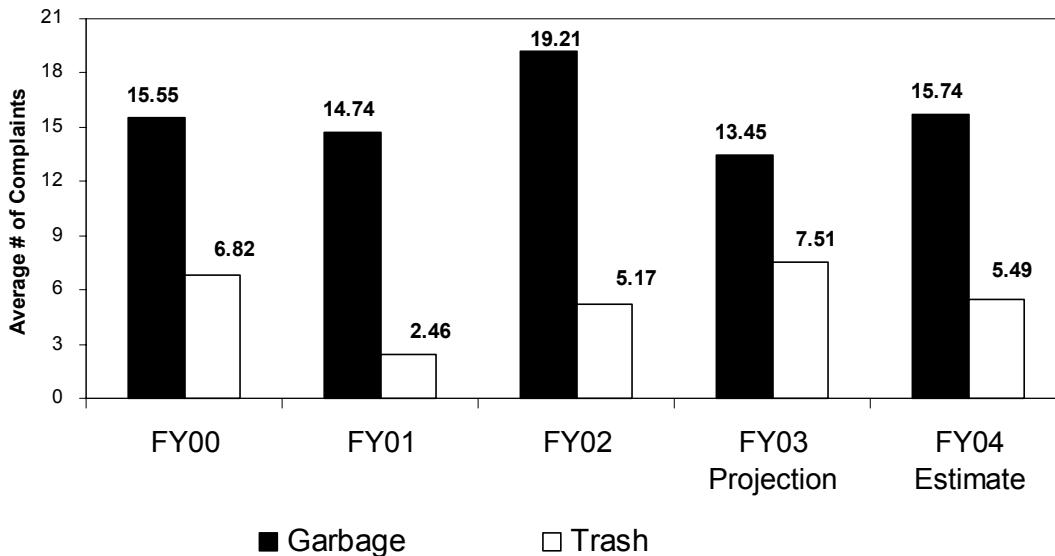


## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### BUSINESS PLAN

- Improve the quality and efficiency of customer service by automating and linking customer service functions; provide integrated solid waste services that promote operational efficiency within the budgeted level of funding
- Capital program strategy: ensure provision of requisite waste disposal capacity and associated infrastructure, close landfills in accordance with environmental regulations and provide facilities necessary for waste collection operations within the waste collection service area

**Average Number of Reported Service Complaints  
per Thousand Accounts**



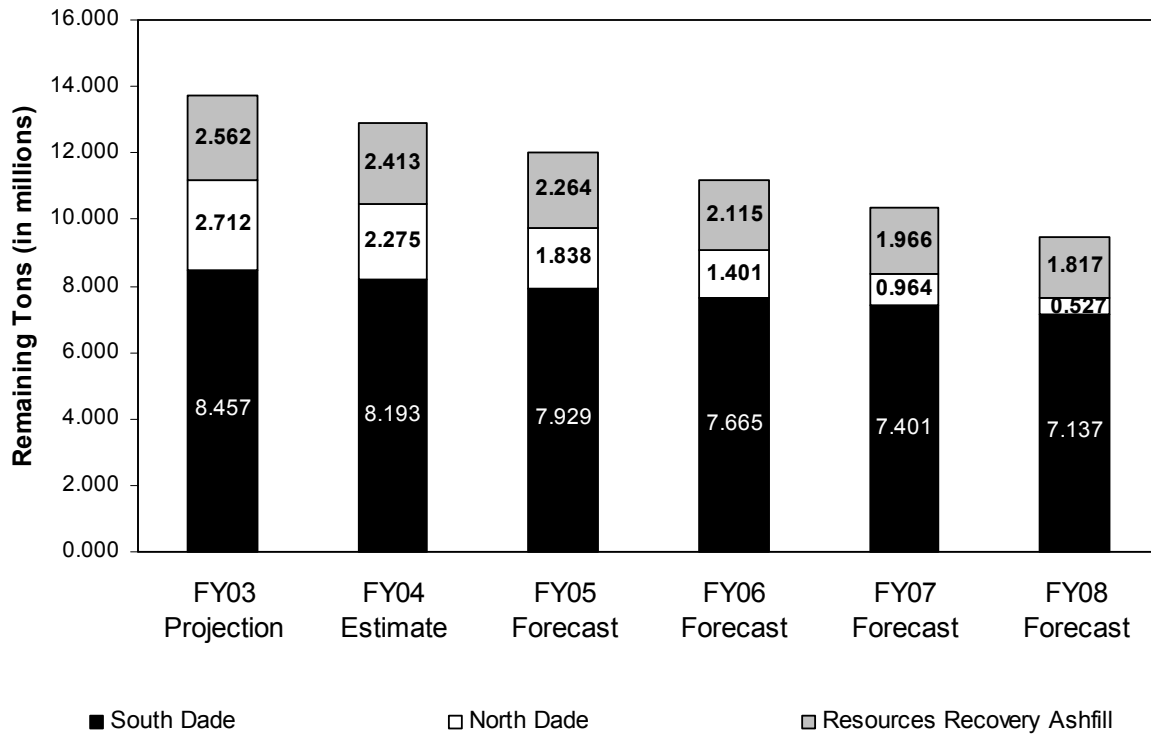
**Goal is an Average of Zero Complaints per Thousand Accounts (Does not include debris or recycling complaints)**

### SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The Proposed FY 2003-04 Operating Budget for solid waste collections is \$117.666 million (not including a debt service payment of \$2.692 million, a capital transfer of \$1.87 million and a forecast reserve balance into FY 2004-05 of \$4.214 million); to meet the financial covenants made to the County's bondholders and to maintain its credit rating, it is recommended increasing the waste collection fee to \$399 from \$349 while concurrently modifying short and long-term operational policies to reduce expenditures or anticipated revenue shortfalls; forecast revenues in the Proposed Budget include \$115.847 million of waste collection fees, \$654,000 of interest earnings, and \$1.663 million of a proposed dumpster sticker fee to address the share of benefits received by condominiums, apartments, and businesses in the unincorporated service area for storm clean-up, illegal dumping clean-up, and commercial enforcement; excessive tonnage infiltration into the trash and recycling center system from both inside and outside the service area will be addressed through a pay-as-you-go system to be applied equally to all permitted landscapers and implemented September, 2003, generating an estimated \$5.23 million in FY 2003-04; and a transfer of \$1.686 million from the UMSA general fund will be used to maintain the litter program in UMSA, complemented by miscellaneous revenue including \$1.003 million of recycling revenue, \$57,000 from the sale of retired heavy vehicles and \$302,000 of permit fee revenue.

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Projected Remaining Landfill Capacity

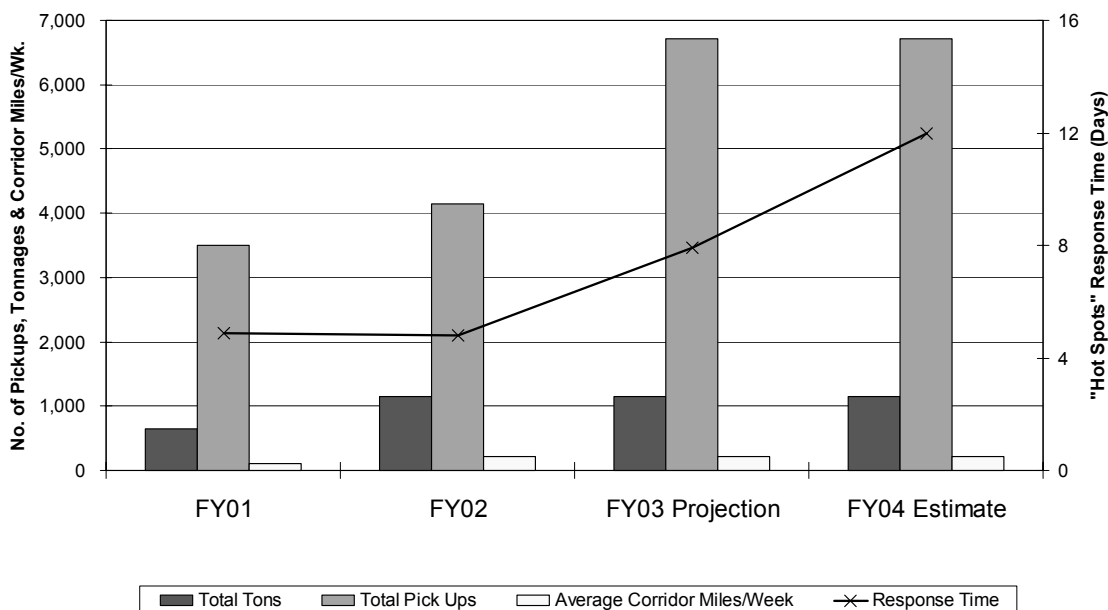


- The FY 2003-04 Proposed Budget for solid waste disposal is \$117. 298 million (not including a transfer to rate stabilization for swap 2 escrow of \$817,000, a capital transfer of \$9.027 million, a debt service payment of \$18.026 million, and projected reserves of \$41.056 million into FY 2004-05 of which approximately \$31 million are restricted to cover the department's two-month operating and maintenance reserve requirement under the financial covenants to its bondholders for both collections and disposal), and includes projections of 1.79 million tons disposed or a 6.7 percent increase over the current year's budget; the recommended appropriation assumes that Resources Recovery will process recyclable trash at full capacity (270,000 tons)
- In keeping with the current 20-year interlocal agreements with municipalities and current agreements with private haulers, an adjustment to the disposal tipping fee is recommended based on a 1.5 percent Consumer Price Index South (CPI South) adjustment for July, 2002 through June, 2003; the disposal tipping fee for contract agencies would increase to \$50.35 from \$49.65; the disposal tipping fee for non-contract agencies would increase to \$66.40 from \$65.45; and, the transfer fee would increase to \$9.95 from \$9.85; proposed fees would be made final after the actual CPI South for the reporting period released in July, 2003 and prior to the first budget hearing in September, 2003; total disposal and transfer fee revenues are estimated at \$92.11 million
- The department is currently projecting FY 2002-03 expenditures of \$124.9 million in the collections fund, which exceeds the current fiscal year budget by approximately \$7.3 million, primarily due to non-implementation of the revised landscaper program adopted at the second budget hearing in September, 2002, delayed implementation of scheduled automated collection routes, and excess disposal costs and overtime use in trash operations to meet service delivery demands, which include the department's response to the March, 2003 tornado event in Liberty City and northeast Miami-Dade County; these impacts, combined with a programmed use of restricted reserves to balance the current fiscal year budget, will exhaust remaining one-time revenue options and remaining restricted reserves available to the collections fund at the end of the current fiscal year

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Disposal Facility fee (15 percent of gross operating receipts) will generate \$8.07 million in FY 2003-04
- The full cost disclosure of collection's service, which includes curbside garbage and trash collection/disposal, Trash and Recycling center (TRC) operations/disposal, curbside recycling, residential/commercial enforcement, illegal dumping enforcement/cleanup, litter program, and storm clean-up for the fiscal year ending September 30, 2002, was released in March, 2003; this report documents a \$57 funding shortfall for each household served in the solid waste service area; this loss per household increased from the FY 2000-01 loss per household of \$14
- Management structure in the garbage division was reorganized to implement an automated garbage collections system; a new pilot program commenced in March, 2003 in northeast Miami-Dade County; 12 regularly scheduled automated routes are projected to begin service in July 2003
- ❖ **The litter hotspot crews were reduced from ten crews to five crews June 1, 2003, as part of the current fiscal year savings plan to align litter service with the budgeted level of funding; the twice weekly pick-up of 296 bus stops and 225 weekly corridor miles cleaned will not be impacted by the savings plan adjustment**

### Litter Performance Measures



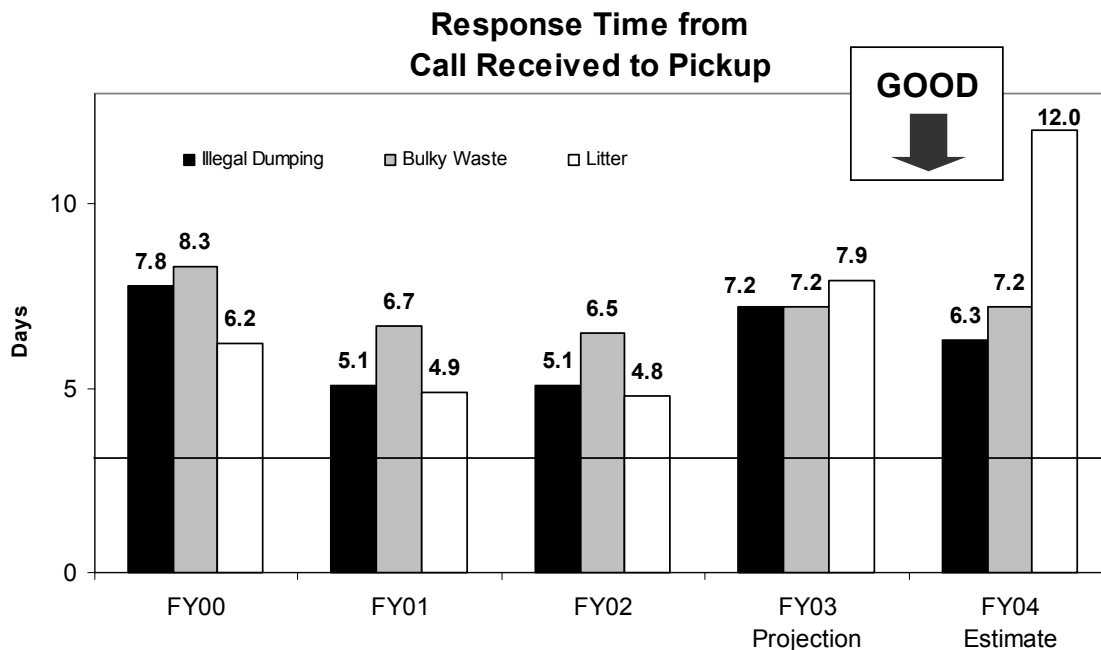
- Total equivalent disposal revenue tons from all sources in FY 2002-03 are projected to exceed budget by 106,000 tons with disposal revenues projected to exceed budgeted revenues by \$13 million, primarily due to disposal payments from the collection fund (\$7.7 million), higher contract and non-contract hauler tip fee revenue (\$4.1 million) and better than forecast electrical revenue (\$1.2 million); disposal fund expenditures are projected to be \$17.1 million higher than budgeted as a result of under-budgeted inflationary impacts and a retroactive law change that impacted Resources Recovery (\$5.7 million); a transfer to the collection fund in exchange for a real property asset (\$9.3 million), higher fleet maintenance costs in transfer and landfill operations (\$1 million), excessive overtime and temporary help (\$1.2 million) and certain under-budgeted costs including transfers to the rate stabilization fund for swap 2 savings escrow, and personnel costs (\$1.2 million) offset by \$1.3 million in capital transfer and contract disposal savings
- Proposed departmental staffing for FY 2003-04, is 1,074, which is reduced by 14 full-time positions and one part-time position from the current fiscal year budget of 1,088, as a result of the net impact of combined service



## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

efficiencies, adjustments, enhancements, and administrative reductions; positions to be eliminated, include one solid waste management planner, one systems analyst programmer, two office support specialists, one waste service clerk, one information officer, one special projects administrator, and four environmental compliance specialist positions; garbage operations will reduce overall staffing by two positions with the implementation of automated collections (a reduction of seven waste collectors and an increase of five waste truck drivers)

- The FY 2003-04 Proposed Budget includes funding to support the County Manager's Office (\$91,000); County Attorney's Office (\$200,000); Office of Intergovernmental Affairs (\$77,000); support for the BCC, Office of Legislative Analysis (\$16,500); community-based organization funding (\$189,000); Miami-Dade TV Promotional Spots Program in the Communications Department (\$85,000); and for Florida Yards and Neighborhoods in the Consumer Services Department (\$18,000)



- The illegal dumping unit at Miami-Dade Police Department will be funded from the disposal fund (\$1.178 million) given the countywide nature and benefits of its activities
- The FY 2003-04 Proposed Budget in the Collections Division includes a number of operational initiatives designed to make the system more efficient and therefore creating savings opportunities: the placing of up to two bulky items on the second garbage collection day will be eliminated to facilitate the implementation of automated collections, which is projected to save \$400,000 in overtime; bagged, tied, or bundled trash will still be accepted; all trash must go into the container provided by the department for automated routes; spending on the litter program will be reduced to the UMSA subsidy level by \$315,500; finally, the department will program \$2 million of administrative savings in collections through attrition, miscellaneous line item reductions, and deferral of certain major capital and information technology application projects
- Funding for groundwater-related environmental remediation is maintained through the solid waste component of the utility service fee, which is estimated at \$14.238 million in FY 2003-04; this fee is primarily used to pay the debt service component of the department's capital financing for groundwater-related projects
- Electrical revenue derived from Resources Recovery operations is estimated at \$17.6 million; other operating revenue includes interest earnings (\$991,000), the surcharge at the Medley Landfill (\$827,000), and

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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miscellaneous revenue including building and parking garage revenue, fines, permits, and asset sales (\$2.088 million)

- The countywide lot clearing program for on-going debris removal and maintenance of County-owned lots throughout UMSA and in the municipalities will continue with \$1 million of funding provided by the Capital Outlay Reserve (COR)
- The issuance of an additional \$20 million of solid waste system revenue bonds is delayed for disposal in light of current financial conditions, which preclude the ability to sell bonds under the current household fee structure in collections
- The administrative reimbursement from collections to the general fund is budgeted at \$1.74 million; the administrative reimbursement from disposal to the general fund is budgeted at \$2.44 million
- The Proposed Capital Budget and Multi-Year Capital Plan totals \$69.87 million and includes funding from the following sources: Solid Waste System Revenue Bonds (\$8.984 million); Industrial Development Bonds (\$1.6 million); 2002 Capital Asset Acquisition Bonds (\$583,000); Bond Anticipation Notes (\$1.272 million); waste collections (\$9.29 million) and waste disposal (\$47.141 million) operating revenues and the COR (\$1 million); expenditures of \$13.572 million are projected for FY 2003-04
- The Proposed Capital Budget for waste collection totals \$11.232 million and includes facility improvements, including storm water upgrades, water and sewer systems, and drainage to comply with state and federal Environmental Protection Agency (EPA) requirements (\$750,000); an allocation towards the construction and furniture, fixtures and equipment for the new Martin Luther King, Jr. administration building, which will be occupied by the department and other County agencies (\$5.3 million), a portion of these funds (\$1.359 million) is provided from waste disposal operating revenues; TRC improvements (\$1.38 million); construction of truck washing facilities (\$1.802 million); construction of a new TRC in West/Southwest Miami-Dade County (\$2 million); total collection capital expenditures (\$2.429 million) are programmed for FY 2003-04
- The Proposed Capital Budget for waste disposal totals \$18.026 million and includes the following: replacement or overhaul of waste disposal compactors and push pits at the Central Transfer Station (\$4.3 million); improvements to disposal facilities, including those to comply with EPA requirements (\$1 million); improvements to the Northeast Regional Transfer Station, including replacement, overhaul or refurbishment of waste disposal compactors and push pits (\$2.74 million), construction of drainage, pavement, and sanitary sewer improvements (\$5.676 million, with \$1 million provided from the collections fund), and replacement of tipping floor crane (\$280,000); construction of the third, 10-acre landfill cell 19 at Resources Recovery (\$3.5 million); and improvements to the West Regional Transfer Station, which includes replacement of cranes (\$530,000); expenditures of \$4.985 million are anticipated in FY 2003-04
- The following capital projects will be completed during the current fiscal year: the North Miami-Dade Landfill Gas Extraction Phase 1 (\$2.8 million); North Miami-Dade Landfill Leachate Treatment (\$660,000); Central Regional Transfer Station Compactor Overhaul (\$500,000); the South Miami-Dade Landfill Leachate Treatment project, originally scheduled for completion in FY 2001-02 (\$4.03 million)
- The department's environmental program which totals \$39.612 million include: the North Miami-Dade landfill gas extraction system (\$2 million) and groundwater remediation (\$1.5 million) projects; Resource Recovery facility projects, including additional retrofits (\$18.392 million), the intermediate closure of the cell 17, the first 10 acres (\$300,000), and final closure of cells 17 and 18 (\$5 million); South Miami-Dade Landfill projects, including the closure of cell 3 (\$10.748 million) and construction of a groundwater remediation trench (\$850,000); and other environmental improvements such as the installation of groundwater monitoring wells to comply with requirements of the Florida Department of Environmental Protection and the U.S. EPA (\$822,000); \$5.158 million of expenditures are projected for FY 2003-04

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	0	0	0	0	20,524	20,205	20,524	20,205	118	110
Compliance Dev. and CW Recycling	0	0	0	0	4,737	3,821	4,737	3,821	11	6
Disposal Facilities Operations	0	0	0	0	74,688	82,683	74,688	82,683	95	95
Garbage Collection	0	0	0	0	54,524	57,265	54,524	57,265	456	453
Transfer Operations	0	0	0	0	16,652	18,228	16,652	18,228	146	146
Trash Collection	0	0	0	0	38,787	35,051	38,787	35,051	198	201
UMSA Enforcement, Litter/Illegal Dumping	0	0	1,686	1,686	4,860	5,506	6,546	7,192	62	61
UMSA Recycling Operations	0	0	0	0	10,407	10,519	10,407	10,519	2	2
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1,686</b>	<b>1,686</b>	<b>225,179</b>	<b>233,278</b>	<b>226,865</b>	<b>234,964</b>	<b>1,088</b>	<b>1,074</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	56,432	56,390	62,183
Other Operating	165,212	163,848	168,131
Capital	6,186	6,627	4,650
<b>TOTAL</b>	<b>227,830</b>	<b>226,865</b>	<b>234,964</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
ENVIRONMENTAL PROJECTS	19,936	5,158	11,468	1,550	100	100	95	1,205	39,612
NUISANCE CONTROL	0	1,000	0	0	0	0	0	0	1,000
WASTE COLLECTION	6,494	2,429	350	1,859	100	0	0	0	11,232
WASTE DISPOSAL	7,851	4,985	3,100	1,890	200	0	0	0	18,026
<b>TOTAL :</b>	<b>34,281</b>	<b>13,572</b>	<b>14,918</b>	<b>5,299</b>	<b>400</b>	<b>100</b>	<b>95</b>	<b>1,205</b>	<b>69,870</b>

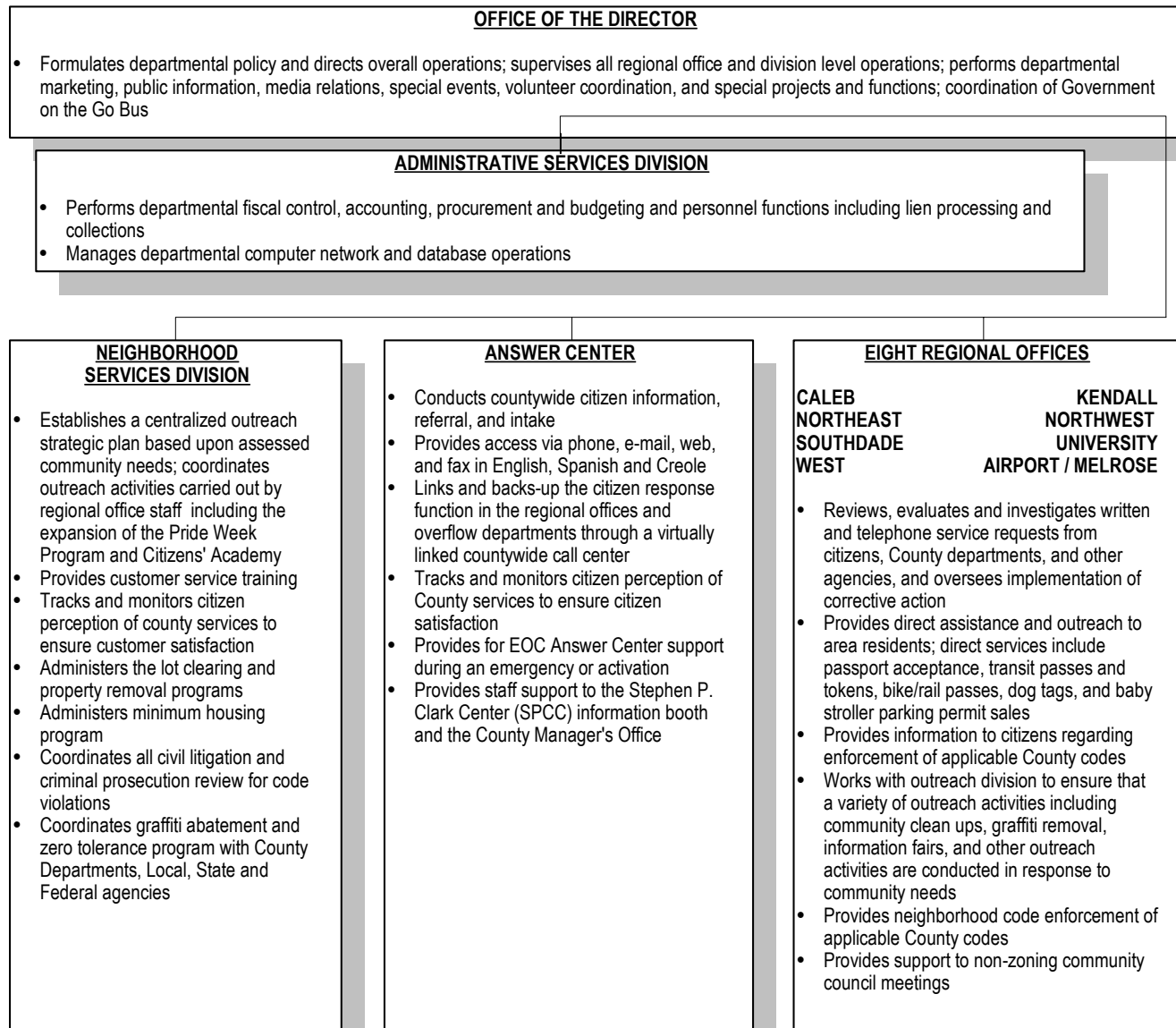
# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Team Metro

### PURPOSE

Respond to and develop solutions for citizen concerns and community needs through proactive outreach activities and direct communication; provide neighborhood and commercial code enforcement and assist citizens while seeking voluntary compliance through eight County Neighborhood Service Centers; enhance departmental customer service skills through training programs, and provide direct information and assistance through the Miami-Dade County Answer Center

### FUNCTIONAL TABLE OF ORGANIZATION

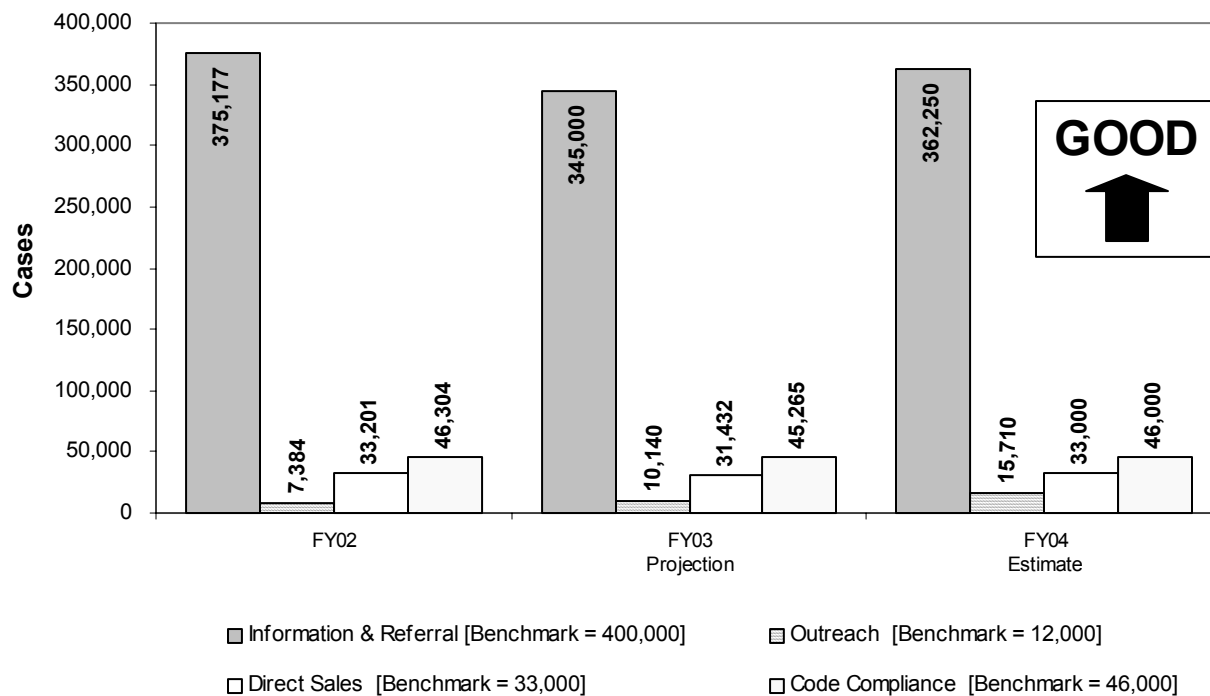


## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### BUSINESS PLAN

- Selected strategies/objectives: reduce the number of days to make a first code compliance inspection to 30 days; decrease the number of days required to clear overgrown vacant and occupied lots and remove abandoned property to 30 days; maintain the number of days to gain resolution of Minimum Housing cases to 60; and remove graffiti within an average of two days; maintain an annual Answer Center abandoned call rate of five percent or less; and answer 80 percent of all Answer Center calls within 20 seconds

### Number of Cases Responded



### SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The Proposed FY 2003-04 Budget is \$14.288 million, a decrease of 1.1 percent from the current year budget; funding is provided from carryover (\$1.038 million), UMSA general fund (\$6.433 million), countywide general fund (\$2.222 million), code enforcement fines and liens (\$1.845 million), Minimum Housing inspection fees (\$470,000), baby stroller permit revenues and miscellaneous enforcement revenues (\$300,000), passport acceptance fees (\$550,000); included as expenditure reimbursements are \$860,000 from the Empowerment Zone for the Melrose Office and \$570,000 of Community Development Block Grant (CDBG) funding for code enforcement and graffiti eradication; it includes 241 full-time positions; attrition is budgeted at five percent
- The FY 2003-04 Proposed Budget includes funding from the Capital Outlay Reserve (COR) for the following: lot clearing (\$1.4 million); abandoned vehicle removal and storage (\$25,000); board up and demolition of unsafe structures to comply with minimum housing standards (\$40,000)
- ❖ **Clerical positions were re-assigned to information referral specialists to enhance outreach capabilities (\$32,800)**
- ❖ **The department will eliminate the Deputy Director and secretarial position (\$213,000)**
- ❖ **As a result of an office closing and departmental efficiencies, thirty-three positions will be eliminated in**

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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code enforcement, and outreach activities in FY 2003-04; the Proposed Budget includes continued funding for five overage positions approved in FY 2003-04

- ❖ **Team Metro will phase out the North Central Regional Office (\$750,000) due to incorporations reducing unincorporated areas served by Team Metro; service levels will be maintained in remaining offices; the department will pursue providing code enforcement services to the newly incorporated City of Miami Gardens**
- Team Metro continues to manage and coordinate the functions of the "Government on the Go" bus which serves as a mobile office of Miami-Dade County, representing all county services and departments; the "Government on the Go" bus has increased contact with the public with an emphasis on providing access to areas not close to government and outreach services; services include direct sales and customer services, computers for public access and demonstration of the new voting equipment; staffing has been provided by Team Metro and the Building Code Compliance Office (BCCO) is providing computer equipment; this program will continue in FY 2003-04
- ❖ **The Proposed Budget includes enhancement to the Answer Center that will enable Team Metro to advance its operation as a single point of contact for all county services; the program will be phased-in during FY 2003-04 (\$850,000); capital costs are provided in the Capital Outlay Reserve (\$9.4 million)**
- ❖ **Citizens were provided with training in the Citizens Academy Program; the program was expanded by providing tours of county facilities such as the Office of Emergency Management and the Information Technology Department; additional training tracks were provided with specific focus areas such as: housing, social services, finance, transportation, code enforcement, as well as continuing to provide classes in English, Spanish and Haitian/Creole**
- Team Metro continues to provide code enforcement training to all neighborhood compliance officers through the Florida Association of Code Enforcement (F.A.C.E.); through F.A.C.E. Team Metro's "train the trainer" approach improved upon already existing County code enforcement training
- The department assumed staff support responsibilities for the non-zoning community council meetings from the Planning and Zoning department; functions include advertising of meetings and discussion of items, agenda preparation, taking of minutes, formulating resolutions, and the scheduling of speakers and presenters; The Planning and Zoning department will continue to reimburse the department for community council member stipends and advertising expenses based on actual expenditures
- Team Metro continued to coordinate community beautification projects through Pride Week; the department has expanded pride activities through additional community "paint-outs" for graffiti removal
- The department will continue to provide for immediate emergency removal of abandoned vehicles and property on the public rights-of-way; other codes are being examined to streamline service and protect the public more effectively
- Minimum Housing Standards, Chapters 17, 17-A and 17-B, will be revised to modify the appeals process for better response to the public; revisions include replacing the Minimum Housing Board with a Special Master system
- The University and North Central offices were expanded to provide additional room for citizen intake and to accommodate enforcement staff; relocated the south regional office from South Dade Government Center to the Cutler Ridge Mall

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### UNMET NEEDS

- Operating unmet needs total \$64,800 in recurring costs, and \$450,000 in one-time expenditures (see appendix for details)

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Central Administration	0	238	1,017	690	0	129	1,017	1,057	17	17
Code Enforcement	0	0	4,050	3,725	4,614	3,942	8,664	7,667	165	141
Graffiti Removal	0	0	213	250	104	119	317	369	5	5
Information and Referral	900	1,694	0	0	0	0	900	1,694	24	26
Regional Outreach	26	290	2,454	1,768	1,069	1,443	3,549	3,501	60	52
<b>TOTAL</b>	<b>926</b>	<b>2,222</b>	<b>7,734</b>	<b>6,433</b>	<b>5,787</b>	<b>5,633</b>	<b>14,447</b>	<b>14,288</b>	<b>271</b>	<b>241</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	13,260	12,103	11,197
Other Operating	2,605	2,337	3,081
Capital	3	7	10
<b>TOTAL</b>	<b>15,868</b>	<b>14,447</b>	<b>14,288</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
NUISANCE CONTROL	0	65	0	0	0	0	0	0	65
OTHER	0	1,400	0	0	0	0	0	0	1,400
<b>TOTAL :</b>	<b>0</b>	<b>1,465</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,465</b>

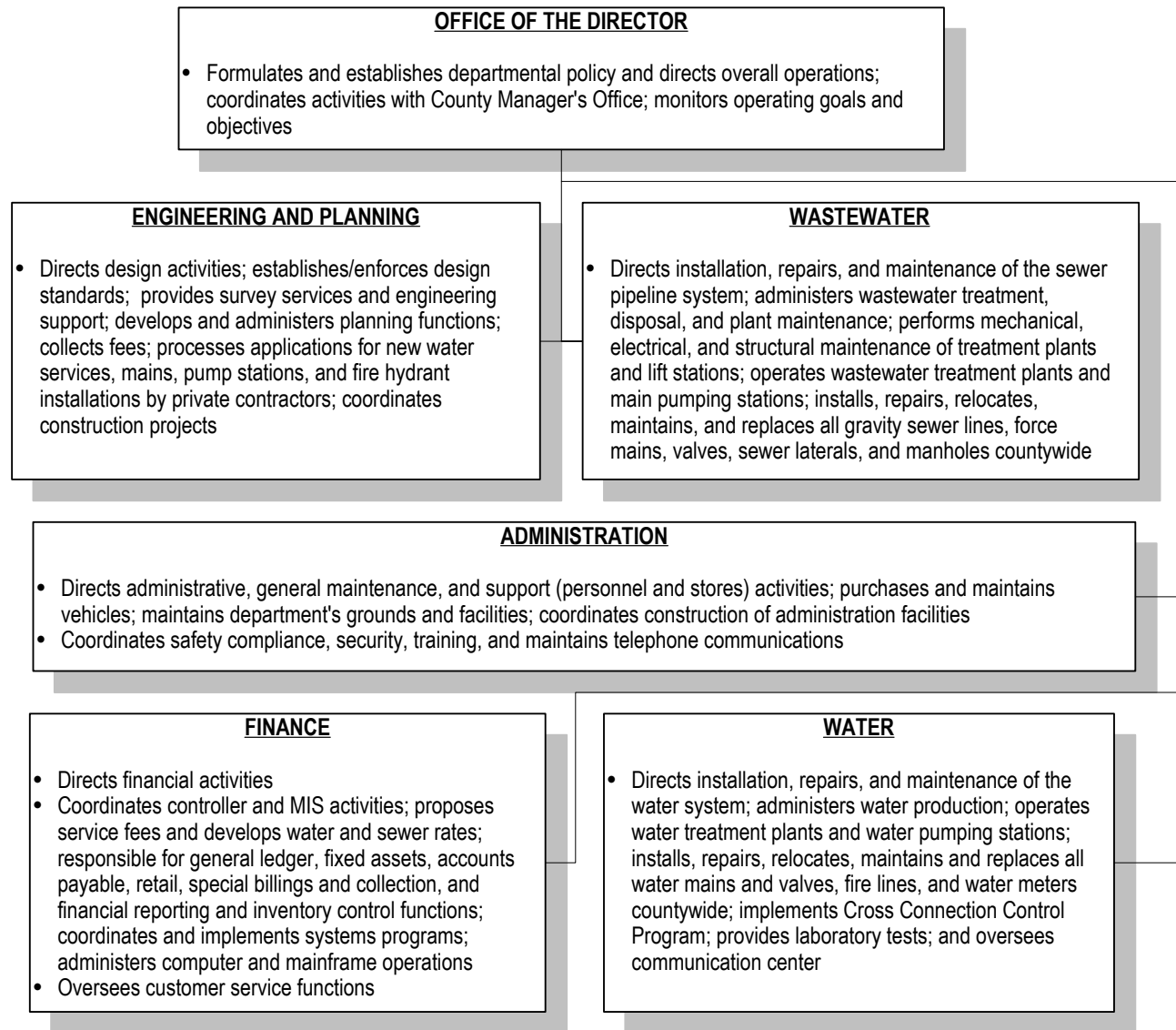
# 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Water and Sewer

### PURPOSE

Develop, operate, and maintain the County's potable water supply and wastewater collection and disposal systems.

### FUNCTIONAL TABLE OF ORGANIZATION



### BUSINESS PLAN

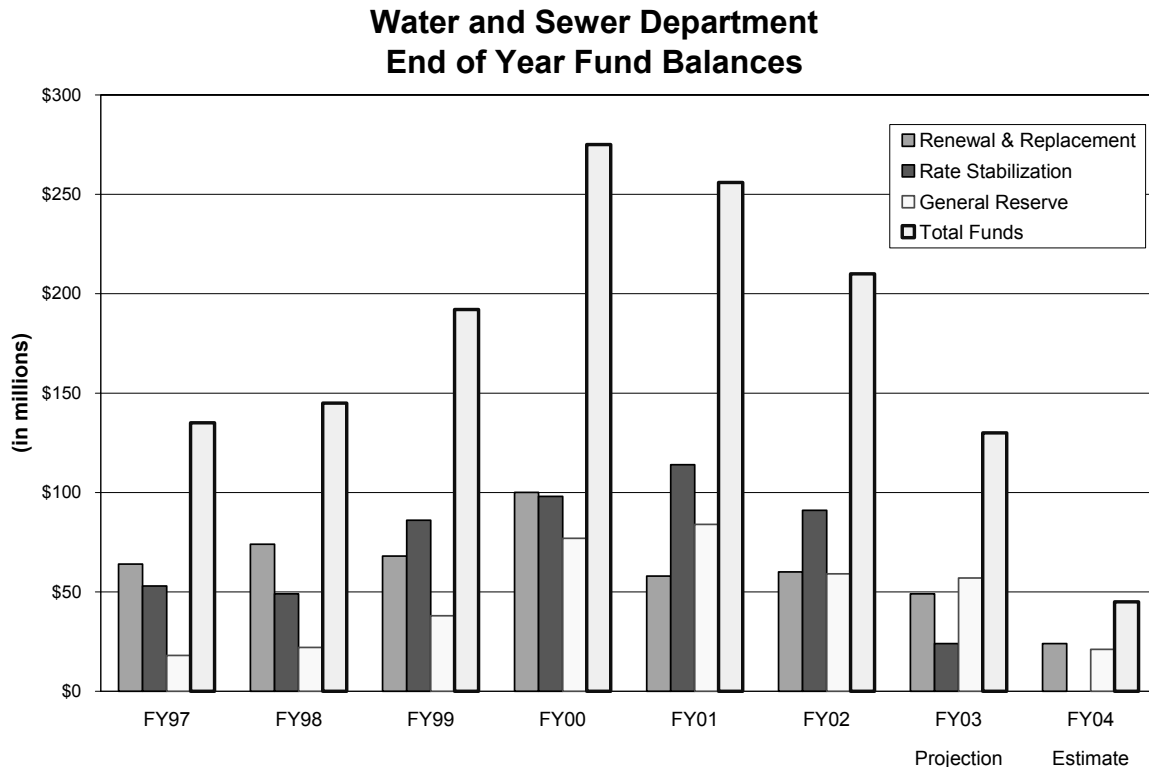
- Selected strategies/objectives: enhance customer satisfaction through the automated Customer Information System (CIS); provide a more expeditious plans processing review system; continue to work on the Peak Flow Study; and reduce physical inventory department-wide
- Capital program strategy: continue to modernize and rehabilitate water and wastewater systems; expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands; improve water treatment processes to satisfy new standards; and promote water conservation



## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$226.5 million, compared to the current fiscal year level of \$226.1 million; transfers to debt service and various restricted funds (\$153.6 million) decreased by \$11.8 million from the current fiscal year level of \$165.4 million; cash reserve required by bond ordinance increased by \$53,000 from the current fiscal year level; FY2003-04 total operating revenues are estimated at \$364.9 million based on current system usage levels; 2,574 full-time positions are budgeted with a five percent attrition



- ❖ The Proposed Budget includes funding for 49 new employees, including 37 customer service positions for additional customer service support; six engineering positions to address regulatory issues and support increased construction projects and infrastructure improvements; four administrative support positions for damage investigations, safety compliance, and employee training; and two positions for the operation of water treatment plants and laboratory
- ❖ The Water and Sewer Department (WASD) is continuing to implement recommendations from the department's efficiency program in conjunction with organized labor, and reviewing current operating costs and business practices to achieve operational savings; the department anticipates savings of \$4.1 million in FY 2002-03 from new initiatives; WASD, the Office of Performance Improvement (OPI), and the collective bargaining units anticipate by year-end to finalize a Memorandum of Understanding (MOU) that will assist in developing performance targets and rewarding employees through gain sharing
- Eligible employees received a gain sharing check of \$408.81 as their portion of the overall savings by the department's Partnership Optimizing WASD Efficiency and Re-engineering (POWER) program; this program will continue in FY 2003-04

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

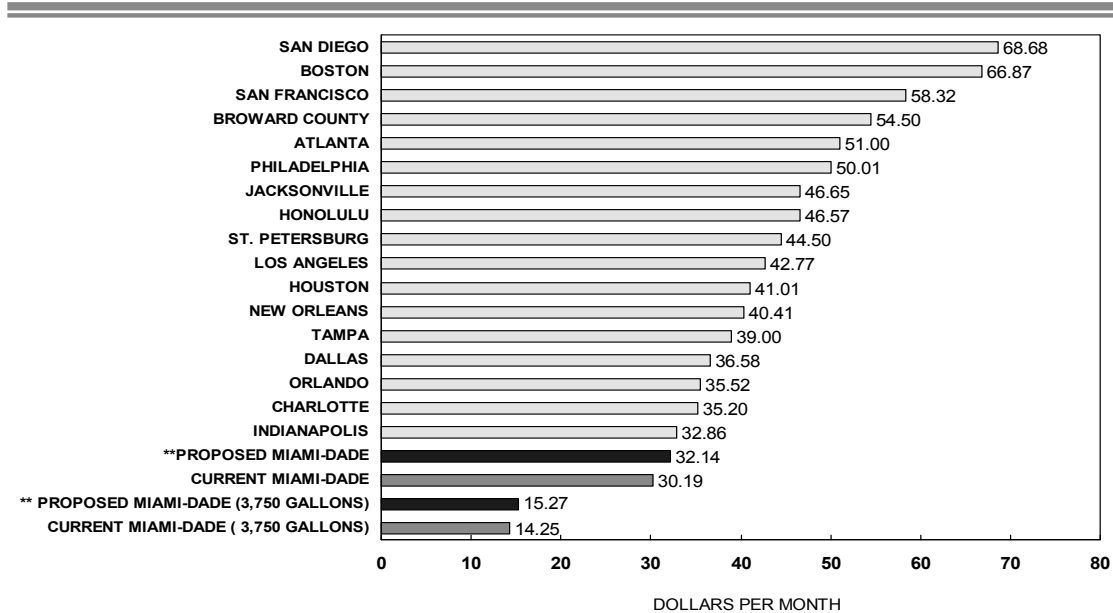
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- Interest income is projected to be less than budgeted in FY 2002-03 by approximately \$19.5 million, primarily due to declining interest rates; the rate stabilization fund is projected to decrease by \$67.3 million due to funds transferred to the revenue fund to cover expenses, debt service, renewal and replacement, and operating transfer
- ❖ **The department implemented several enhancements to the automated CIS in FY 2002-03**
- The department will not assume responsibility for the maintenance, repair, and operation of certain county-owned pump stations currently operated by the Park and Recreation Department, Corrections and Rehabilitation, and General Services Administration for FY 2002-03; instead the department provided funding for artificial turf at the Kendall Soccer Park (\$2 million) and settled account receivable for work performed on Corrections' pump station (\$556,000)
- The department will refund Series 1993 Water and Wastewater Bonds with the issuance of Series 2003 Water and Wastewater Bonds; savings of \$1.4 million projected in FY 2003-04
- The department is participating in a Request for Proposal (RFP) selection process for a new financial system; this system will be funded by WASD and Aviation Department (\$4 million); as other departments utilize this system they will be assessed a charge for connection and usage; selection process scheduled to be completed in the second quarter of FY 2003-04
- The department continues to be the largest water and sewer utility in the Southeastern United States, serving approximately 398,000 retail accounts and 19 wholesale (volume) accounts composed primarily of municipalities within Miami-Dade County; the FY 2003-04 Proposed Budget anticipates continued measures to protect public health and the environment in compliance with the federal consent decrees and state settlement agreements
- To meet operating costs, debt service for required capital projects, and to satisfy bond coverage requirements, the FY 2003-04 Proposed Budget includes a six percent overall revenue requirement increase for FY 2003-04 and an additional six percent increase for FY 2004-05; the FY2003-04 overall revenue requirement increase consists of revisions to the retail water and wastewater rates and wholesale water and wastewater rates; the current average 7,500 gallon combined water and wastewater customer's charges will increase by \$1.95 per month or a 6.5 percent increase; and the average customer's monthly charges will increase from \$30.19 to \$32.14
- The department's inclining water rate structure, in which rates increase as usage increases, is used as a water conservation measure; in FY 2003-04, the retail water customer using 7,500 gallons per month will realize a cost increase of approximately \$0.85 per month or a 5.5 percent increase; the average retail water customer's monthly charge will increase from \$10.50 to \$11.08
- In FY 2003-04, the average 7,500 gallon retail wastewater customer's bill will increase approximately \$1.37 per month or a seven percent increase; the average retail wastewater customer's monthly charge will increase from \$19.69 to \$21.06
- In FY 2003-04, average rates per thousand gallons are proposed to increase from \$0.6631 to \$0.72, an 8.6 percent increase, while all other average wholesale water rates will increase from \$0.7693 to \$0.85, a 10.5 percent increase, for wholesale water customers in Hialeah and Miami Springs; Hialeah and Miami Springs, due to their proximity to the Hialeah/Preston Water Treatment Plants, do not participate in regional water transmission costs and therefore, realize a lower rate than other wholesale customers; the wholesale water rate increase is primarily due to increased operating expenses and planned construction projects that benefit regional activities only; wholesale water rate adjustments for FY 2004-05 will be determined during the normal FY 2004-05 budget cycle

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### MONTHLY COMBINED WATER AND SEWER BILL FLORIDA MUNICIPALITIES AND MAJOR U.S. CITIES FOR THE AVERAGE RESIDENTIAL CUSTOMER\* EFFECTIVE OCTOBER 1, 2003

(Assuming no other utilities increase their rates)



\* AVERAGE RESIDENTIAL CUSTOMER USING 7,500 GALLONS PER MONTH

\*\* PROPOSED RATE INCREASE INCLUDES AN INCREASE IN WATER METER CHARGE AND SEWER BASE CHARGE

Revised July 3, 2003

- FY 2003-04 recommended monthly retail water rates are as follows:

#### PROPOSED MONTHLY WATER RATES

(Per thousand gallons)

	PRESENT RATES FY 2002-03	PROPOSED RATES FY 2003-04	% CHANGE PRESENT TO PROPOSED FY 2003-04	PROPOSED RATES FY 2004-05
<u>Meter Charge by Meter Size</u>				
5/8"	\$3.00	\$3.20	6.7	\$3.41
1"	\$6.75	\$7.15	5.9	\$7.56
1.5"	\$10.50	\$11.15	6.2	\$11.84
2"	\$22.50	\$23.85	6.0	\$25.28
3"	\$48.00	\$50.88	6.0	\$53.93

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

4"	\$75.00	\$79.50	6.0	\$84.27
6"	\$120.00	\$127.20	6.0	\$134.83
8"	\$210.00	\$222.60	6.0	\$235.96
10"	\$450.00	\$477.00	6.0	\$505.62
12"	\$850.00	\$901.00	6.0	\$955.06
14"	\$1,600.00	\$1,696.00	6.0	\$1,797.76
16"	\$3,000.00	\$3,180.00	6.0	\$3,370.80
<u>Inclining Steps In Gallons</u>				
0 to 3,750 gallons	\$0.50	\$0.50	0.0	\$0.50
3,751 to 7,500 gallons	\$1.50	\$1.60	6.7	\$2.19
7,501 to 12,750 gallons	\$2.05	\$2.20	7.3	\$2.35
12,751 gallons and over	\$2.80	\$3.05	8.9	\$3.32

- In FY 2003-04 the wholesale wastewater customer's monthly base fee will increase from \$4.24 to \$4.66; the average rate per thousand gallons will increase to \$1.70 from \$1.6599 due to increased wastewater transmission and treatment costs, representing a 2.4 percent increase; the infiltration/inflow surcharge will remain at 25 percent
- The Proposed Budget recommends an increase in the monthly retail wastewater base facility charge from \$3.00 to \$3.25 in FY 2003-04 and per-step rates have increased by the amounts shown in the table below:

PROPOSED MONTHLY WASTEWATER RATES				
(Per thousand gallons)				
	PRESENT RATES FY 2002-03	PROPOSED RATES FY 2003-04	% CHANGE PRESENT TO PROPOSED FY 2003-04	PROPOSED RATES FY 2004-05
<u>Base Facility Charge</u>	\$3.00	\$3.25	8.3	\$3.52

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Step Rates

0 to 3,750 gallons	\$1.70	\$1.85	8.8	\$2.01
3,751 to 12,750 gallons	\$2.75	\$2.90	5.5	\$3.06
12,751 gallons and over	\$3.40	\$3.62	6.5	\$3.86

### Multi-Family Dwellings (MFD) – Based on Individual Units for Retail Wastewater

- The proposed increase in retail and wholesale water and wastewater rates is estimated to generate \$348.1 million (this is 95 percent of the calculated revenues based on the department's rate model) to partially cover operating expenses, debt service, renewal and replacement capital costs, and operating transfer
- In order to balance the FY 2003-04 Proposed Budget, the department will be required to use the remaining balance of \$23.7 million from the Rate Stabilization Fund and \$30.3 million from the General Reserve Fund
- With these proposed rate increases, Miami-Dade County's water and wastewater rates continue to be below those of most comparable utilities, even if these other utilities do not increase their rates for FY 2003-04
- The Proposed Budget recommends a payment of \$25 for 75 qualifying homeowners who assist the department with water sample collection tests required to demonstrate compliance with the Environmental Protection Agency (EPA) Lead and Copper Rule
- The Proposed Budget recommends an increase in the Westwood Lake weed control fee; the budget also included new fees for lab testing of drinking water, removal of water meters from delinquent customers who intentionally blocked access on two previous attempts, and administrative costs for collection and repayment of construction connection charges to developers; and daily penalty charge for unauthorized usage of water on a fire line; additional revenues for the above stated increases are expected to be approximately \$90,000; the Proposed Budget also recommends a revision to the returned check fee pursuant to Florida Statutes to charge a minimum of \$25 and a maximum not to exceed five percent of the value of the check
- Debt service payments are budgeted at \$121.8 million including note payments of \$239,000
- The Proposed Budget includes funding for the Renewal and Replacement (R&R) funds (\$51.2 million) for capital equipment replacement and various ongoing construction projects related to water and wastewater system infrastructure improvements including \$10 million for water and wastewater improvement projects (to be identified by the BCC); the Proposed Budget will continue to reserve \$3 million for the Community Small Business Enterprise Bond Guarantee Program
- The administrative reimbursement cost to proprietary agencies is 3.37 percent; operating transfer will remain at 8.67 percent the transfer will be calculated with the projected FY 2003-04 budgeted revenues (95 percent of the calculated revenues); the FY 2003-04 payment will be \$43.271 million; net of \$667,000 for costs related to the County's financial system upgrade
- Payments to other County agencies include Audit and Management Services (\$400,000), the Office of the Inspector General (\$100,000), County Attorney's Office (\$250,000), County Manager's Office (\$58,000), Florida Yards and Neighborhoods Program (\$18,000), Employee Relations Department (\$56,000), Office of Intergovernmental Affairs (\$115,000), Fire Rescue for fire hydrant maintenance (\$500,000), Office of Water

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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Management (\$125,000), Communications for the Miami-Dade TV Promotional Spots Program (\$125,000), environmental enhancement-related community-based organization (CBO) funding (\$232,000), and the South Dade Mobile Irrigation Lab (\$75,000), BCC, Office of Legislative Analysis (\$17,000), and Public Works for horizontal and vertical crews (\$242,000)

- The Water and Sewer Department will provide ongoing funding for sewer connections at park facilities as mandated by the state and local codes (\$3 million), total funding of \$12 million since inception of the program
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan totals \$2.65 billion and is funded from water revenue bond proceeds (\$374.84 million) including \$23.1 million to be issued in FY 2003-04 and \$186.4 million to be issued subsequent to FY 2003-04; wastewater revenue bond proceeds (\$1.155 million), including \$58.9 million to be issued in FY 2003-04 and \$812.2 million to be issued subsequent to FY 2003-04; water and wastewater connection charges (\$226.99 million); County proprietary operations (\$804.13 million); Federal Government EPA Grant (\$500,000); state revolving loan program funds (\$90.77 million); \$198.93 million of expenditures are programmed for FY 2003-04 including \$115.47 million for wastewater projects and \$83.46 million for water projects
- The program to inspect and rehabilitate gravity sewers to reduce infiltration and inflow as mandated by the second and final partial consent decree has been completed; the Volume Sewer Customers Ordinance requires the continuation of a modified program; total cost is \$213.03 million, including projected expenditures of \$22.57 million in FY 2003-04; funding is provided from R&R funds and wastewater revenue bonds
- The system-wide program to upgrade wastewater pump stations to meet forecasted demands will continue (\$99.27 million); 728 of the pump station improvements (88 percent) have been successfully completed; \$10 million of improvements are anticipated for FY 2003-04; primary funding is provided from wastewater revenue bonds
- The system-wide corrosion control program, including sewer mains restoration, refurbishing structures at pump stations and various projects at the regional wastewater treatment plants will continue; total project cost is \$38.86 million of which \$2.13 million will be spent in FY 2003-04
- The agreement to construct a high level disinfections facility, specific requirement of the Consent Decree was proposed by the Florida Department of Environmental Protection Agency and the County; the agreement allows continued use of the 17 deep injection wells located at the South District Wastewater Treatment Plant as well as the drilling of nine new wells, all of which will be rated 25 percent higher than the existing wells; the improvement will provide needed peak flow capacity as well as capacity for growth; total cost is \$250 million, funded primarily by wastewater revenue bonds
- The implementation of the reuse program at the central and south wastewater treatment plants will continue (\$6.04 million) with \$571,000 of expenditures planned for FY 2003-04
- The Central District Wastewater Treatment Plant project includes digester improvements, emergency generators, sludge holding tanks, gravity sludge thickener improvements, replacement of plant No. 2 return activated sludge line, and process improvements; expected cost is \$73.94 million, including \$5.98 million of planned expenditures for FY 2003-04
- Sanitary sewer system extensions will continue; multi-year expenditures total \$43.83 million and \$5.15 million for FY 2003-04
- Other projects included as part of the total wastewater projects are as follows: central Miami-Dade wastewater transmission mains and pump station improvements (\$64.64 million); north Miami-Dade wastewater transmission mains and pump station improvements (\$17.33 million); south Miami-Dade wastewater transmission mains and pump station improvements (\$9.8 million); upgrade of the wastewater treatment plants in the north district (\$6.98 million); upgrade of the wastewater treatment plants in the south district (\$29.12

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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million); phase III of the south district wastewater treatment plant expansion (\$32.4 million); sanitary sewer improvements (\$7.5 million); construction of maintenance office facilities (\$44.62 million); engineering studies (\$9.25 million); pump station generators and miscellaneous upgrades (\$18.25 million); wastewater telemetering system (\$11.285 million); wastewater system maintenance and upgrades (\$70.81 million); lift station and structural maintenance (\$28.92 million); new wastewater system improvements (\$58 million); wastewater system equipment and vehicles (\$122.8 million); replacement and renovation of wastewater treatment plants (\$36.95 million); wastewater treatment plant automation enhancements (\$21.1 million); and miscellaneous wastewater upgrades (\$15 million); projected expenditures for FY 2003-04 are \$47.99 million

- The multi-year water program addresses water pumping, treatment, transmission, and distribution capacity as required under the Comprehensive Development Master Plan (CDMP); the Plan addresses water quality as determined by federal regulations under the 1996 amendment to the Safe Water Drinking Act, regulatory changes to the maximum allowable levels of disinfection by-products (D-DBP) in drinking water (\$104.95 million) and the Interim Enhanced Surface Water Treatment (IESWT) rule regarding the microbial content of drinking water (\$3.95 million)
- System-wide fire hydrant installation expenditures and related system betterments total \$11.9 million, with projected spending of \$2.33 million for FY 2003-04
- Other projects included as part of the total water projects are as follows: Hialeah/Preston water treatment plant improvements (\$26.52 million); Alexander Orr, Jr. water treatment plant expansion (\$27.45 million); Wellfield improvements (\$124.8 million); north Miami-Dade water transmission main improvements (\$17.85 million); central Miami-Dade water transmission main improvements (\$32.8 million); south Miami-Dade water transmission main improvements (\$6.9 million); water mains extensions (\$10.84 million); intermediate size water mains (\$6 million); carbon dioxide injections improvements (\$3.29 million); general maintenance and construction of office facilities (\$28.79 million); water distribution system extension enhancements (\$100.64 million); acquisition of equipment and vehicles (\$101.66 million); water treatment plant replacement and renovations (\$16.07 million); water system maintenance and upgrades (\$108.5 million); new water system improvements (\$17.6 million); water engineering studies (\$1.77 million); automation improvements for water treatment plants (\$750,000); FY 2003-04 expenditures budgeted at \$63.28 million
- Water and wastewater R&R funds in FY 2003-04 (\$44.64 million for wastewater and \$31.57 million for water projects) will be used for pay-as-you-go capital projects, including equipment acquisition; these funds are maintained to ensure that money is available from operating revenue of the water and wastewater systems to keep the facilities in proper operating condition
- The department completed the following capital projects during FY 2002-03: electrical improvements at the North District Wastewater Treatment Plant (\$1 million); grit chamber modifications in Plant No. 2 at the Central District Wastewater Treatment Plant (\$1 million); carbon dioxide injection (\$2.1 million) and rehabilitation of the lime kiln (\$1.1 million) at the Alexander Orr, Jr. Water Treatment Plant; replacement of pipe supports and repair of water main at the crossing on the NW 79th Street bridge (\$276,000); computer model for volume sewer customers (\$3.6 million); wastewater plants Supervisory Control and Data Acquisition (SCADA) system (\$2.6 million); and water main for the equestrian center at Tropical Park (\$129,000)
- The department anticipates completion of the following projects by the end of FY 2002-03: four injection wells and a pump station (\$40.7 million) and grit chamber decommission (\$2.3 million) at the North District wastewater treatment plant; Pump Station 307 improvements (\$2.9 million); rehabilitation of structures at the wastewater treatment plants (\$5.5 million); South Dixie Highway water and sewer mains (\$9.2 million); Upper Floridian Aquifer Storage and Recovery (ASR) Supplemental Water Supply at the West Wellfield (\$10.2 million); ASR and Biscayne Aquifer wells at the southwest wellfield (\$9.6 million); demolition of the 74th Street elevated storage tank (\$700,000); replacement of a 54-inch low pressure water main from the Hialeah-Preston Water Treatment Plant to NW 37th Ave (\$14.7 million); construction of a 12-inch sludge line to Miami Springs

## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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sludge lagoon (\$1.3 million); northwest improvements to comply with the IESWT Rule (\$2 million); and Newton and Everglades Labor Camp water treatment plant improvements to comply with the IESWT Rule (\$1.8 million)

- The department anticipates completion by the end of FY 2002-03 of various components of ongoing projects such as the rehabilitation of sewer mains to reduce infiltration/inflow and to avoid failures due to corrosion (\$3.5 million); and installation of pump station improvements system-wide (\$7.3 million)
- The department will continue to implement in FY 2003-04 a \$1 billion wastewater facilities improvement program to satisfy the requirements of two federal Consent Decrees and two state settlement agreements; additional requirements under the decrees and agreements have extended the anticipated completion date to 2010; program improvements include upgrade of the wastewater collection, transmission, treatment, and disposal systems; 1,346 of the improvement milestones (90 percent) have been completed; funding is provided by wastewater revenue bonds

### UNMET NEEDS

- Unfunded capital needs consists of water and wastewater capital projects with an estimated cost of \$500 million (details are in the Unfunded Projects listing in the accompanying Appendix book)



Miami-Dade Water and Sewer Department installed a water main to service the new Equestrian Center at Tropical Park.



## 2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration/Departmental Support	0	0	0	0	21,362	28,757	21,362	28,757	290	299
Engineering and Construction	0	0	0	0	9,605	9,121	9,605	9,121	305	315
Finance/Customer Service	0	0	0	0	43,164	45,692	43,164	45,692	490	526
Wastewater Collection and Treatment	0	0	0	0	91,308	89,054	91,308	89,054	929	921
Water Production and Distribution	0	0	0	0	60,684	53,829	60,684	53,829	511	513
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>226,123</b>	<b>226,453</b>	<b>226,123</b>	<b>226,453</b>	<b>2,525</b>	<b>2,574</b>

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	105,773	112,553	120,560
Other Operating	91,099	113,570	105,893
Capital	0	0	0
<b>TOTAL</b>	<b>196,872</b>	<b>226,123</b>	<b>226,453</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES									
WASTEWATER PROJECTS	264,292	115,468	146,239	147,008	148,172	143,886	151,967	682,805	1,799,837
WATER PROJECTS	189,169	83,460	83,076	81,168	80,210	74,661	69,527	191,430	852,701
<b>TOTAL :</b>	<b>453,461</b>	<b>198,928</b>	<b>229,315</b>	<b>228,176</b>	<b>228,382</b>	<b>218,547</b>	<b>221,494</b>	<b>874,235</b>	<b>2,652,538</b>